



# Operating Personnel Labour, Training, Attitude and Motivation in Companies from North-Western Romania

Report on the personnel retention rate, the possible reasons for a low retention rate of Roma employees, the interactions between co-workers and with management inside the companies

Report for HEKS/EPER Romania Foundation

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## Introduction

The further report presents the results of the questionnaires conducted by HEKS/EPER Romania's experts in companies from Cluj and Bihor Counties during November 2019 – January 2020, using tools elaborated by Adrian Hatos (SC Praxis SRL) based on agreement number 32/23rd of September 2019. The report has two parts: the first part presents the results of questionnaires completed by employees and the second part presents the results of questionnaires completed by managers and Human Resources specialists.

## Unskilled personnel's risk of leaving the workplace from companies in North-Western Romania

### Theoretical model

The theoretical model of workplace retention/leaving is based on the research synthesis regarding job commitment published by Starnes and Truhon (2006). They say, after reviewing a large number of references in personnel fluctuation area, that the best predictors of job leaving are the perceivable ones – withdrawal behaviors - intention of leaving the workplace, absenteeism, intention of searching a workplace. These are predicted by organisational commitment which, at its turn, is determined by personal characteristics (age, gender, education, perceived competence) and by work attitudes: labour satisfaction and workplace characteristics: specific stress and autonomy as well as professional relations.

All these particularities predict withdrawal behaviours from a workplace.

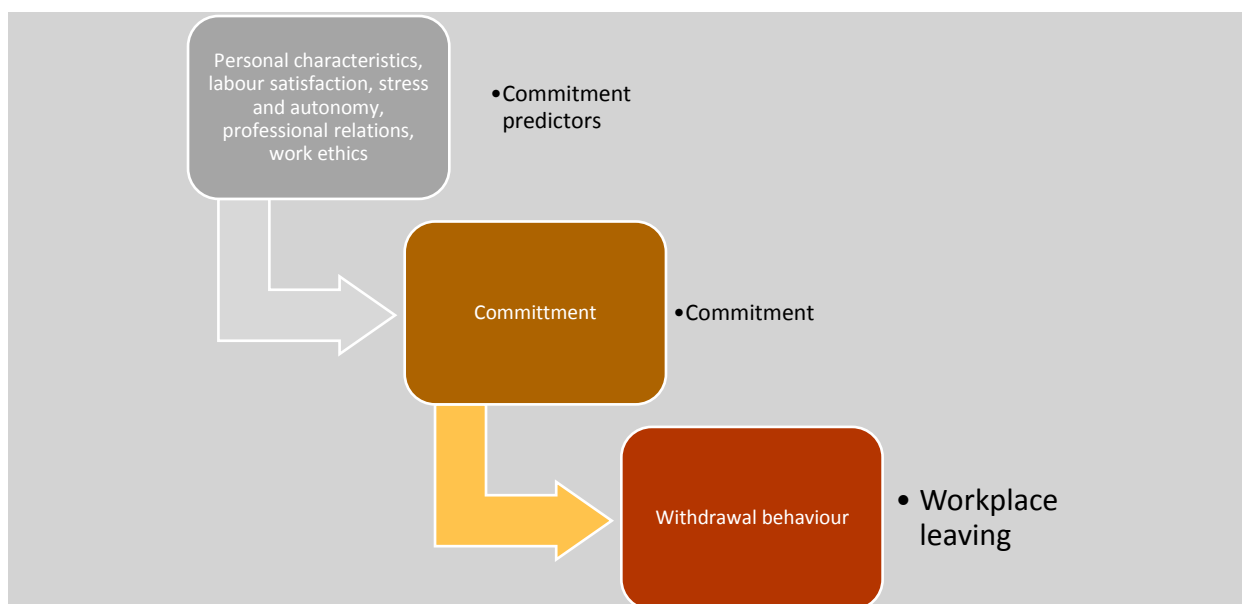


Figure 1. Workplace leaving method (adaptation after Starnes and Truhon, 2006)



## Constructs, operationalisation

Attitudinal constructs in employees' questionnaire are adaptations from (Price, 1997) and are as follows:

- Quinn and Staines (1979) workplace satisfaction questionnaire adapted by the author as to include all important dimensions of the workplace;
- Allen and Meyer (1993) three components questionnaire of the organisational commitment;
- Stress scale at the workplace (Kim, Price, Mueller, & Watson, 1996) adapted by the author;
- Protestant work ethic scale (Blau & Ryan, 1997);
- Job Autonomy scale as developed by Breugh (1985).

The scales were translated by the author and tested on a number of 5 subjects – unskilled, basic education workers from Oradea. The short descriptions of quotation methods and psychometric properties are taken from (Price, 1997).

Dimensioning (CFA – confirmatory factor analysis) and fidelity tests conducted on the own employees samples from Romania and the resulting scales are briefly described in this work.

## Sample description

Data gathering was achieved by direct, face to face interviews at the workplace. Operating personnel, especially unskilled workers, were included in the sample.

The final sample comprised 216 cases selected according to opportunity from 10 companies/units from Bihor and Cluj Counties.

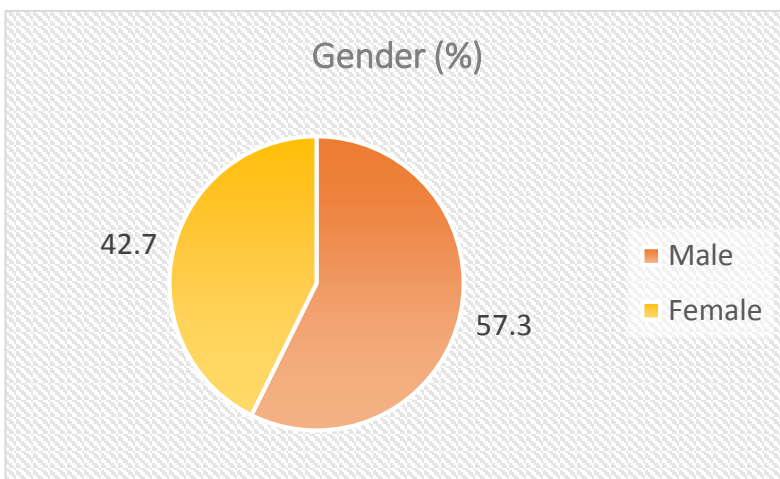
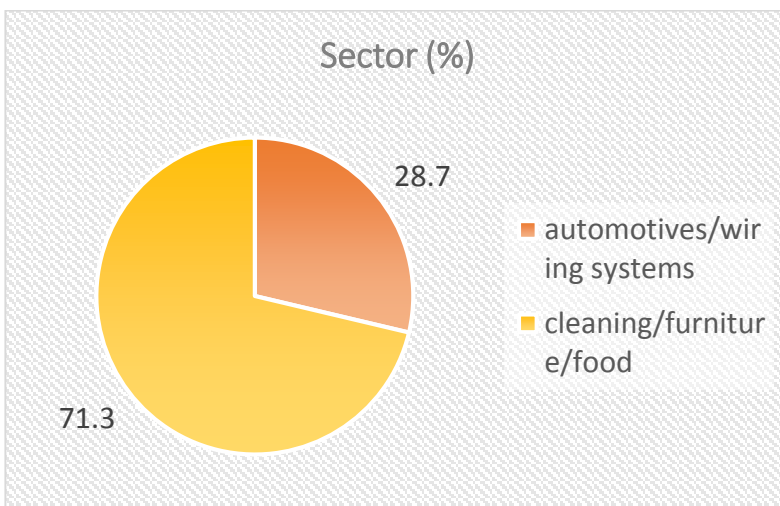
Information was gathered during November 2019 - January 2020 by HEKS-EPER Romania Foundation's experts.

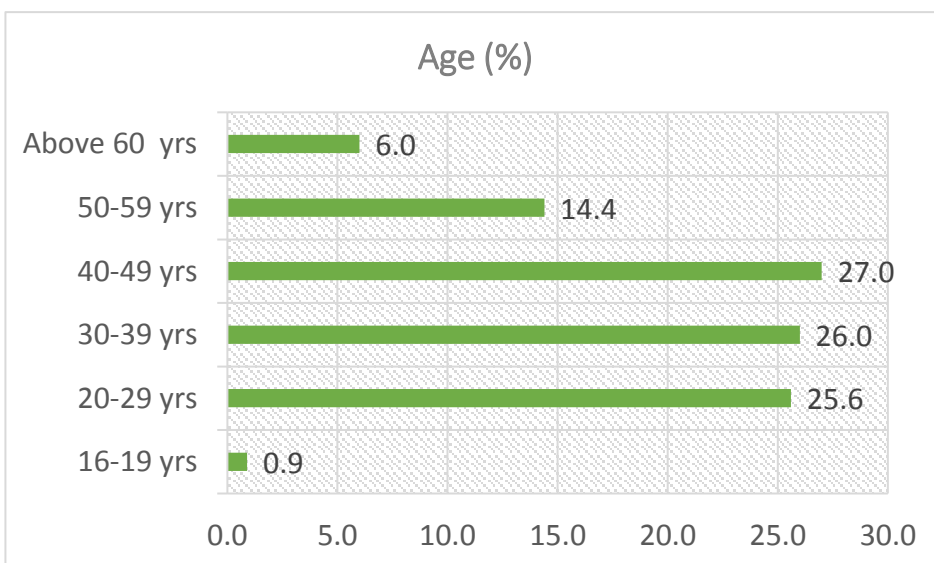
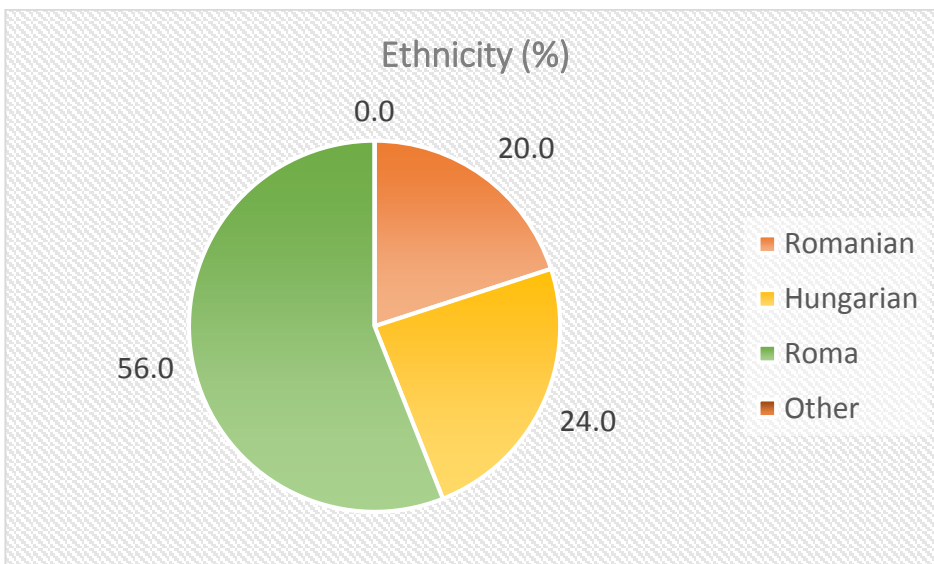
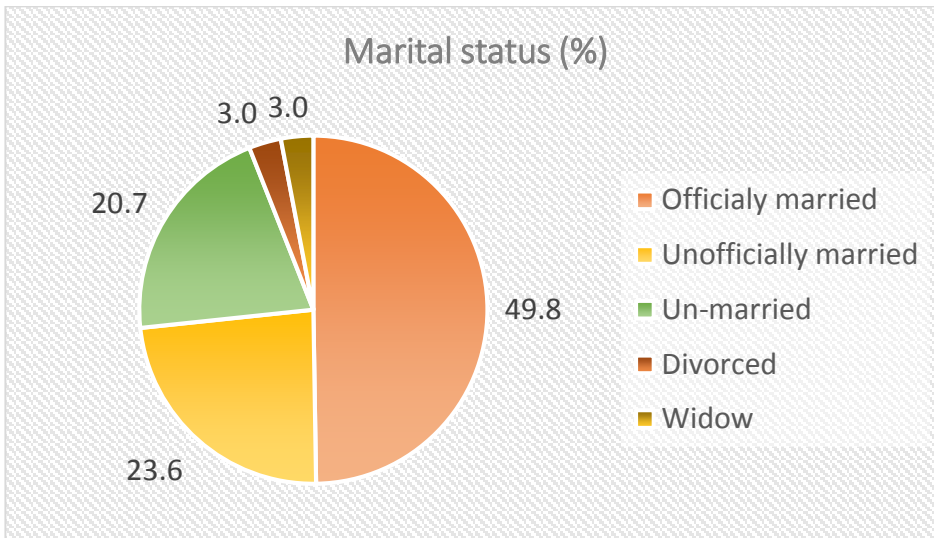
The majority of subjects in the sample are unskilled workers (79.6%), self-identified as Roma (56%) aged between 20-49 years old (79%) and 48% have graduated maximum eight grade. Almost a third of the subjects are employed within the 4 companies in wiring sector included in companies sample and the remaining 71% are employed in sanitation, public food services or furniture production companies.

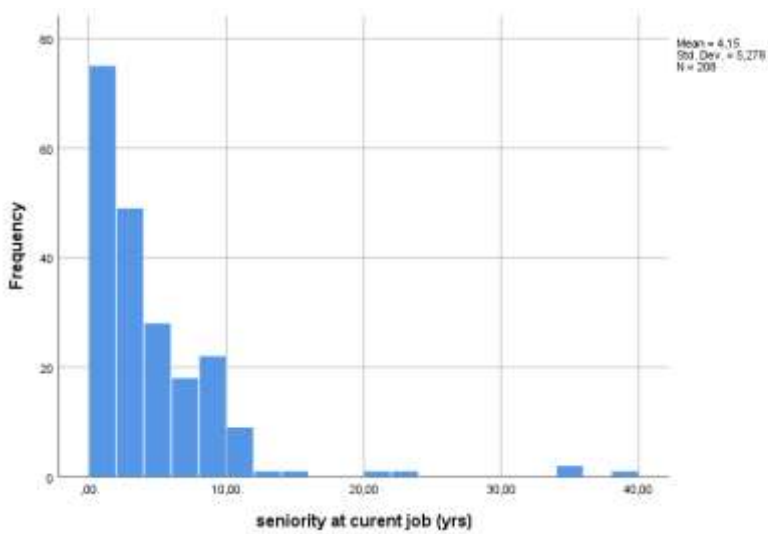
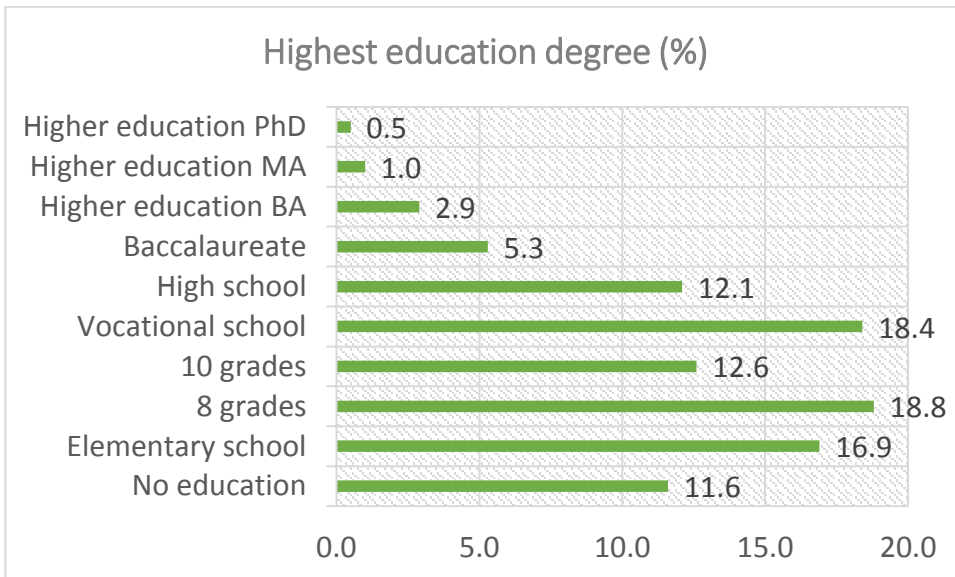
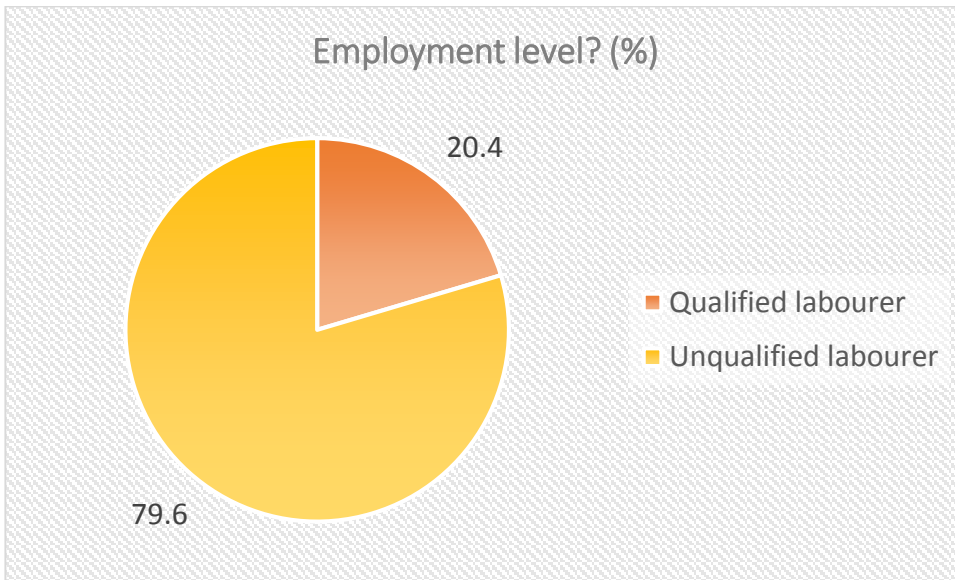
Mean seniority at the current job is over 4 years but this indicator is affected by a few cases of very high seniority, median seniority being of 2 years. The total median work seniority is of 14.3 years. Independently of the age and total work seniority, the cases of seniority at the current workplace higher than 10 years are very rare.

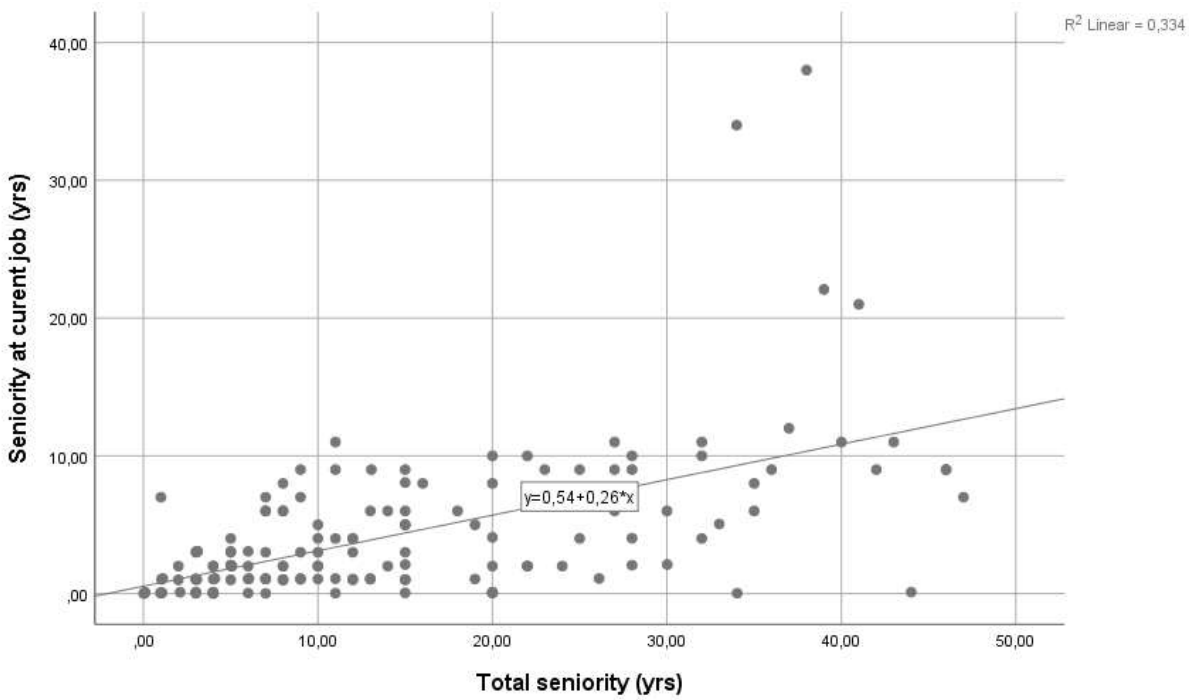
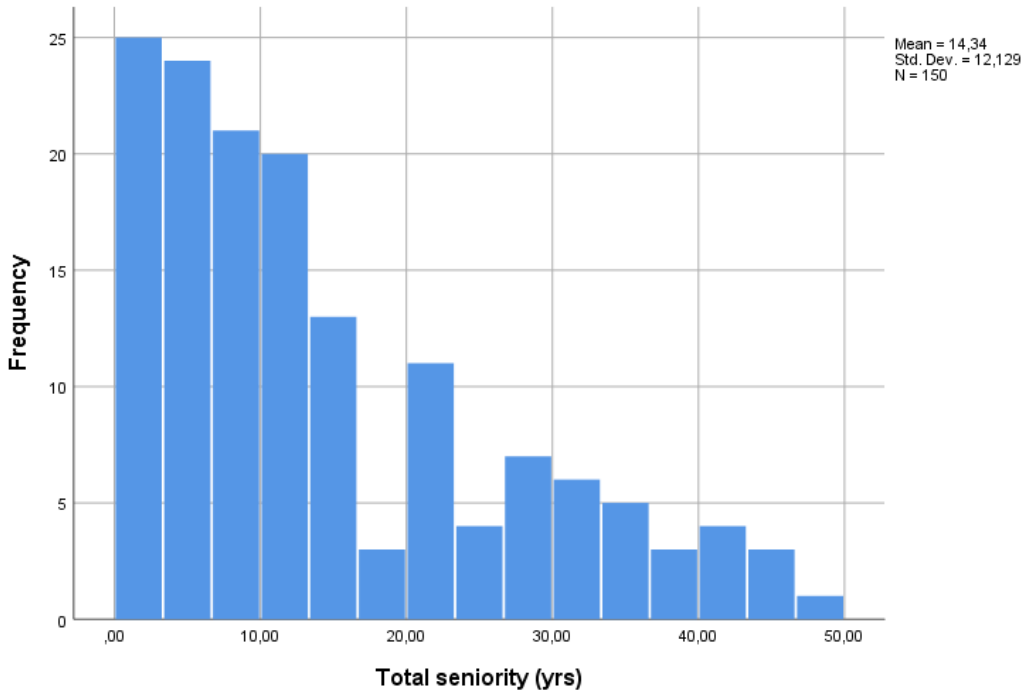


Company code	No of respondents	%
A	8	3,7
B	23	10,6
C	27	12,5
E	11	5,1
F	64	29,6
G	19	8,8
H	12	5,6
I	11	5,1
J	23	10,6
K	18	8,3







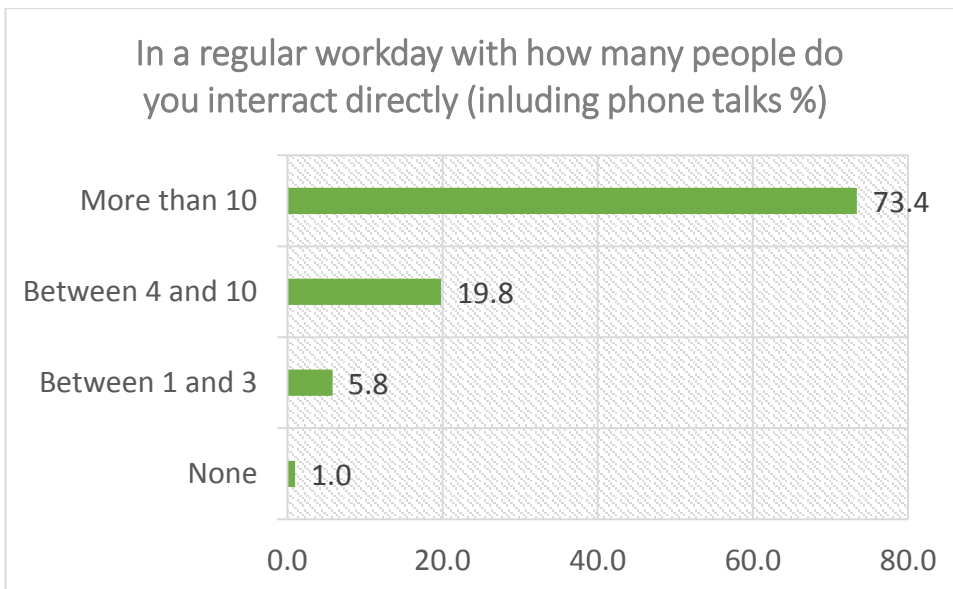
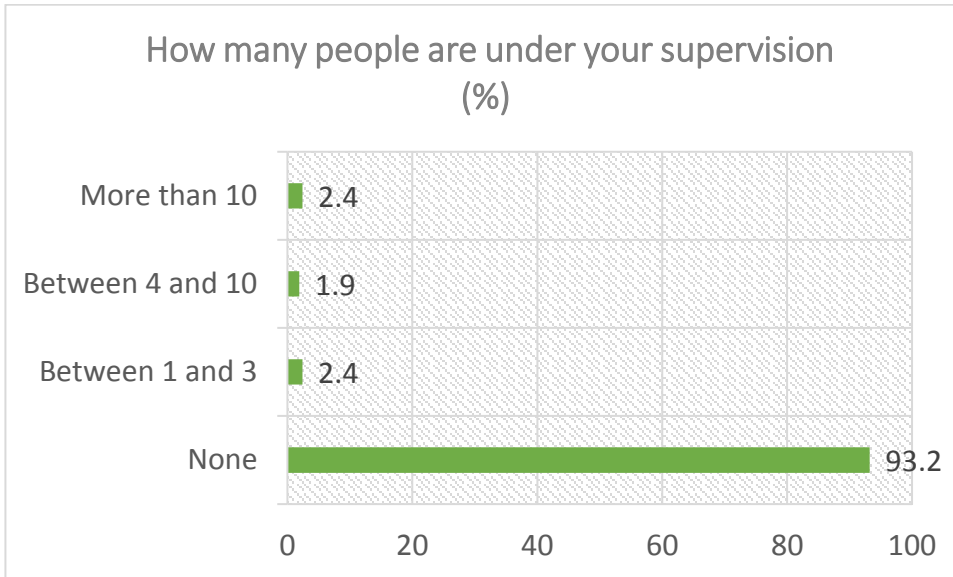


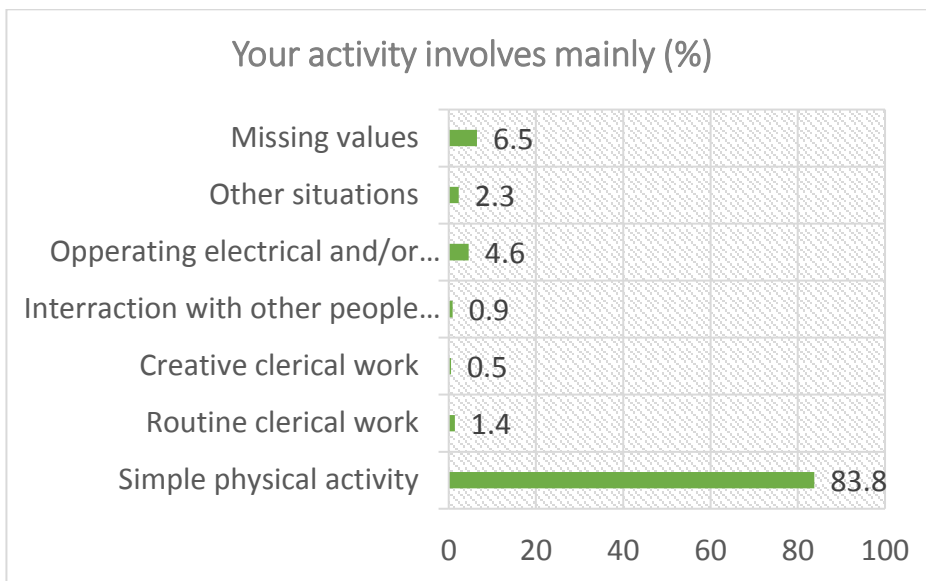




### Description of activities of sample members

The sample is made in its majority of persons performing physical simple labour at the workplace (83.8%), who have no subordinated persons (93.2%) and who interact with more than 10 people in a usual working day (70.4%).





### Attitudes towards the workplace

The great majority of the subjects declare favourable opinions towards the workplace. The percentage of those with negative explicit opinions is around 10%. The lowest satisfaction levels with the current workplace are registered at companies E and G.

The most important aspects of a workplace quality assessment are:

- The possibility of some days off for solving family problems;
- Management respect;
- Paid leave;
- Food tickets besides wage;
- Help from the company in difficult situations.

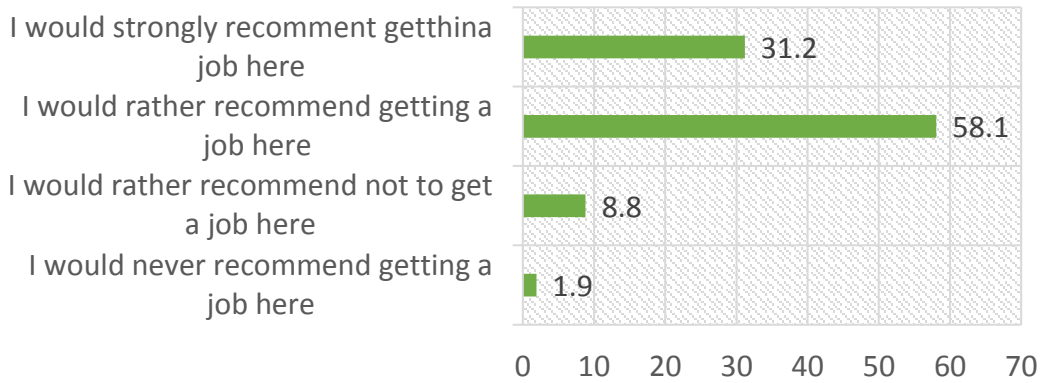
As less important are:

- Flexible programme;
- Promotion possibilities;
- Lunch breaks.

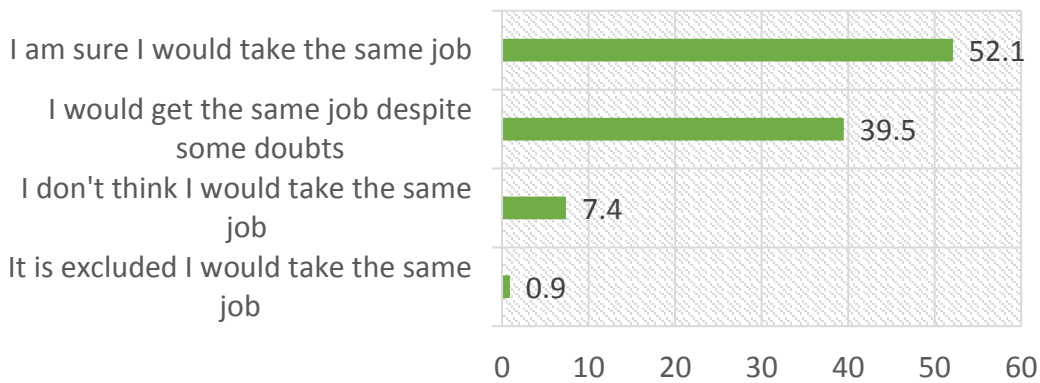
No significant differences are registered regarding workplace general assessment from ethnicity or sector of activity point of view.



If a good friend of yours would be interested in a job like yours would you recommend getting employed at your workplace? (%)

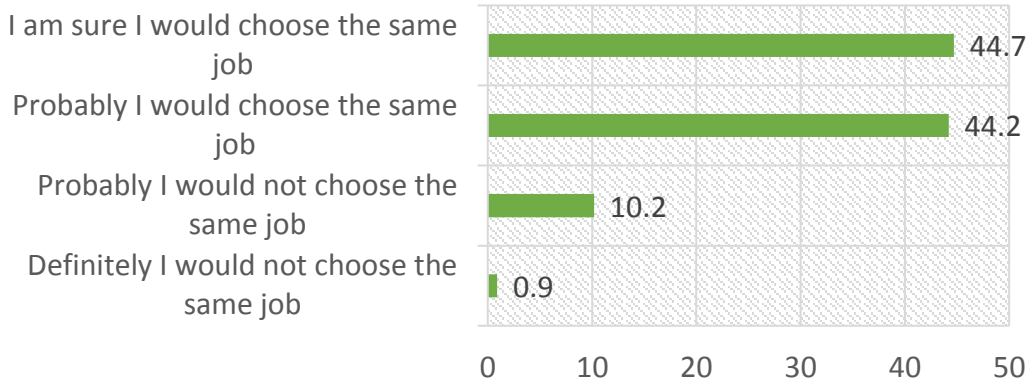


With your current job experience, if you were to choose again, would you decide to take your current job? (%)

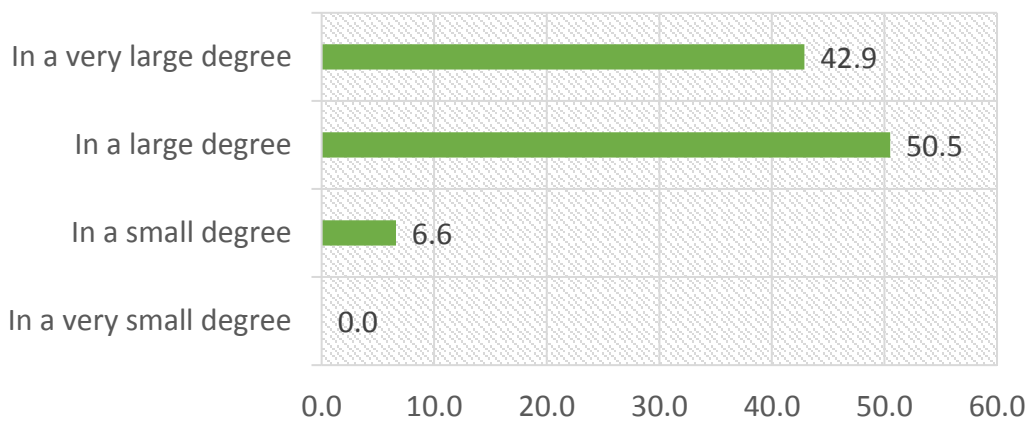




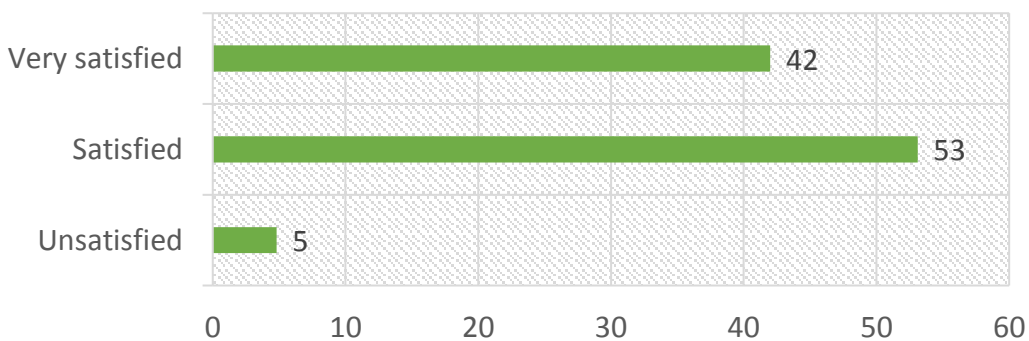
### If you were in the position to choose would you take the same job you have now? (%)



### To what degree had your current job fulfill your initial expectations? (%)

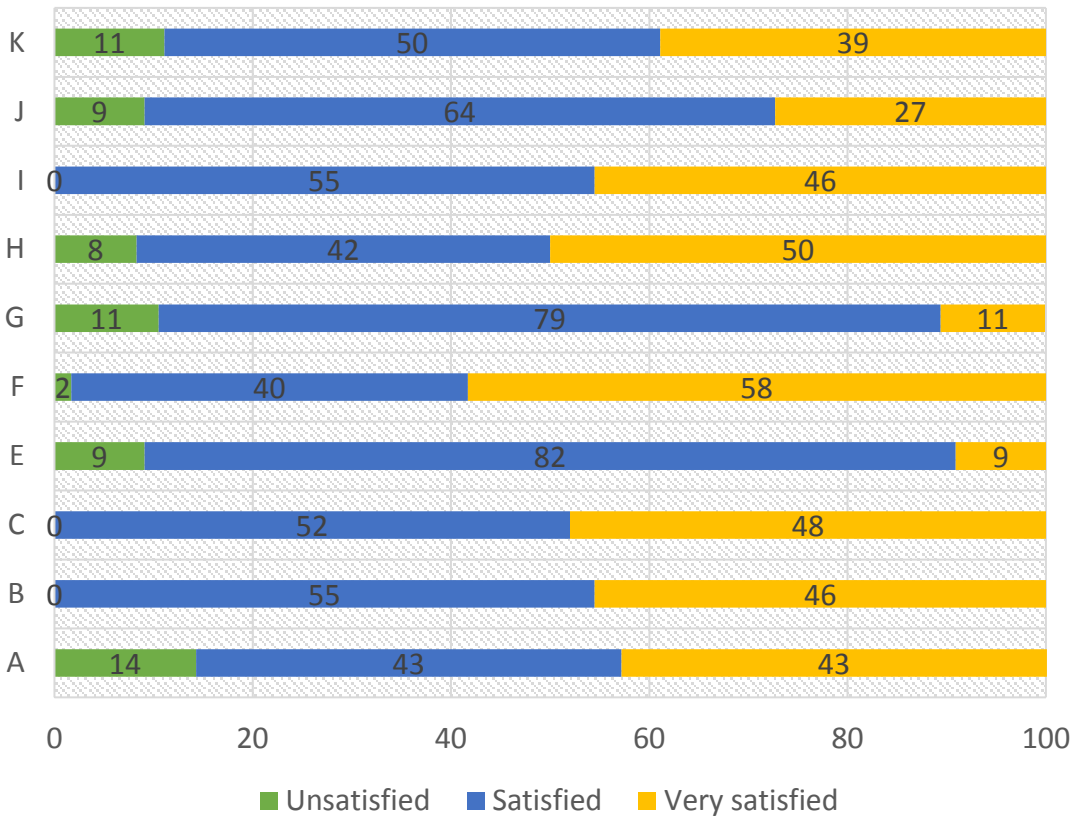


### Considering all its aspects how satisfied are you with your current job (%)

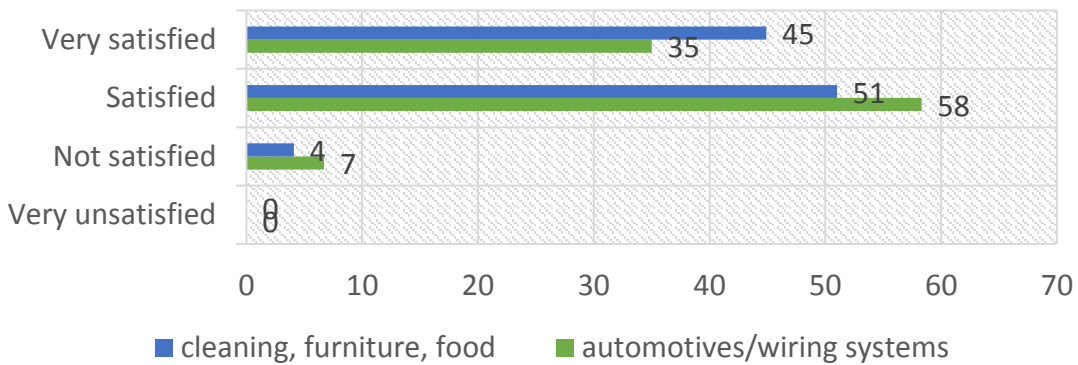


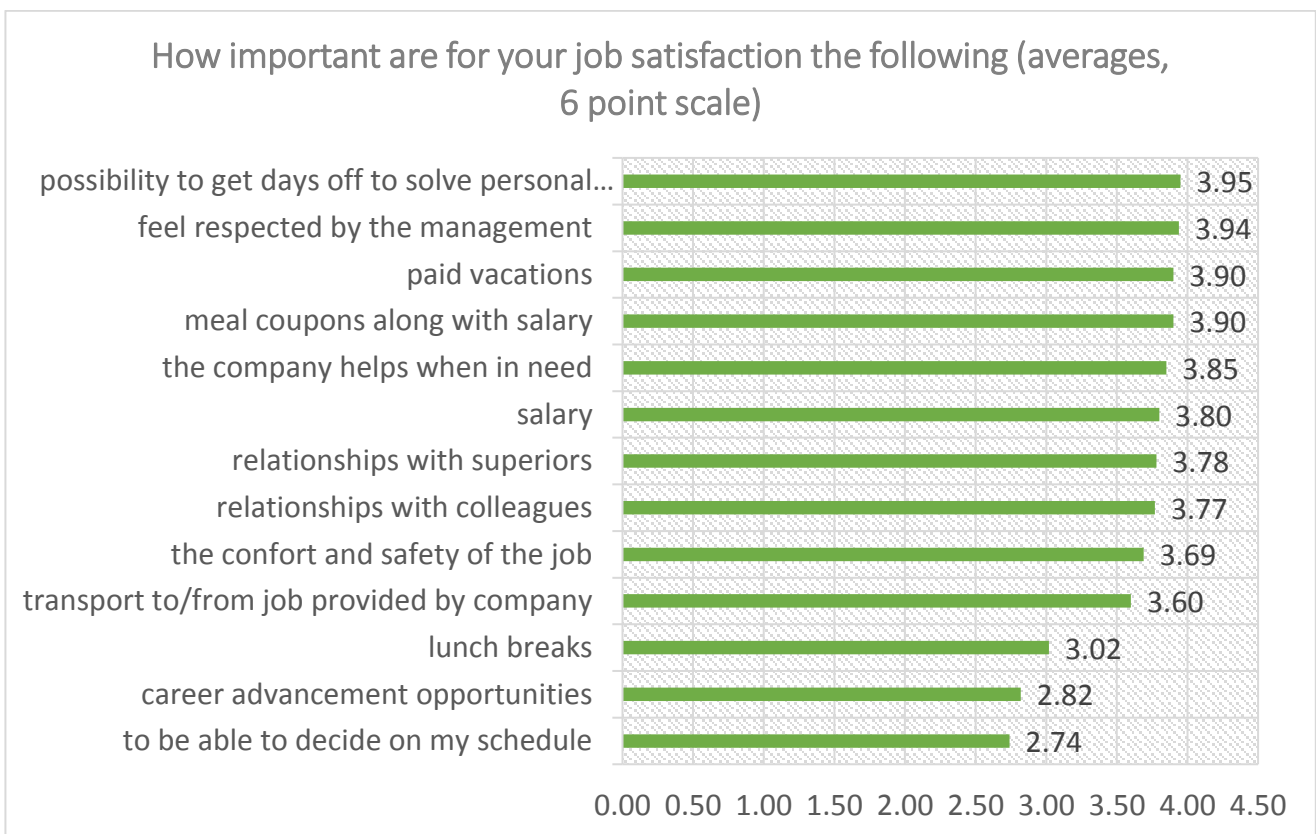
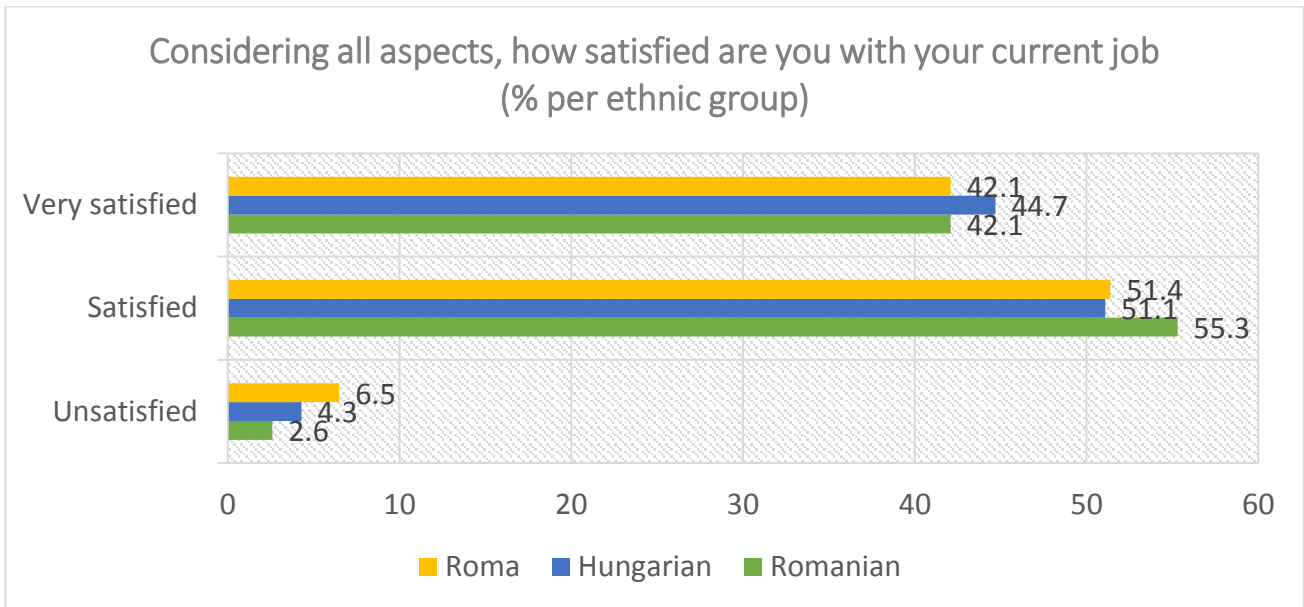


### Considering all aspects, how satisfied are you with your current job (% per company)



### Considering all its aspects how satisfied are you with your current job (% per industry)







## Scale of satisfaction with the workplace

The scale included the following Likert items:

How satisfied are you with the following aspects of the current workplace:

- a) Relations with co-workers
- b) Co-workers in general
- c) The workplace in general
- d) The work you are doing at job
- e) The way you are rewarded for your work
- f) Relations you have with direct supervisors
- g) Promotion opportunities.

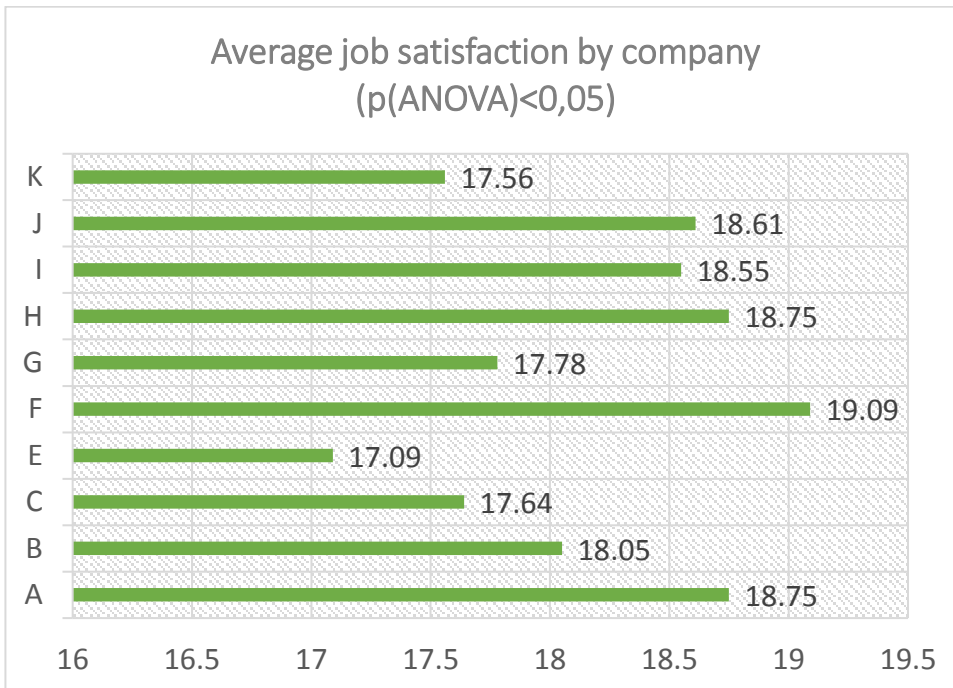
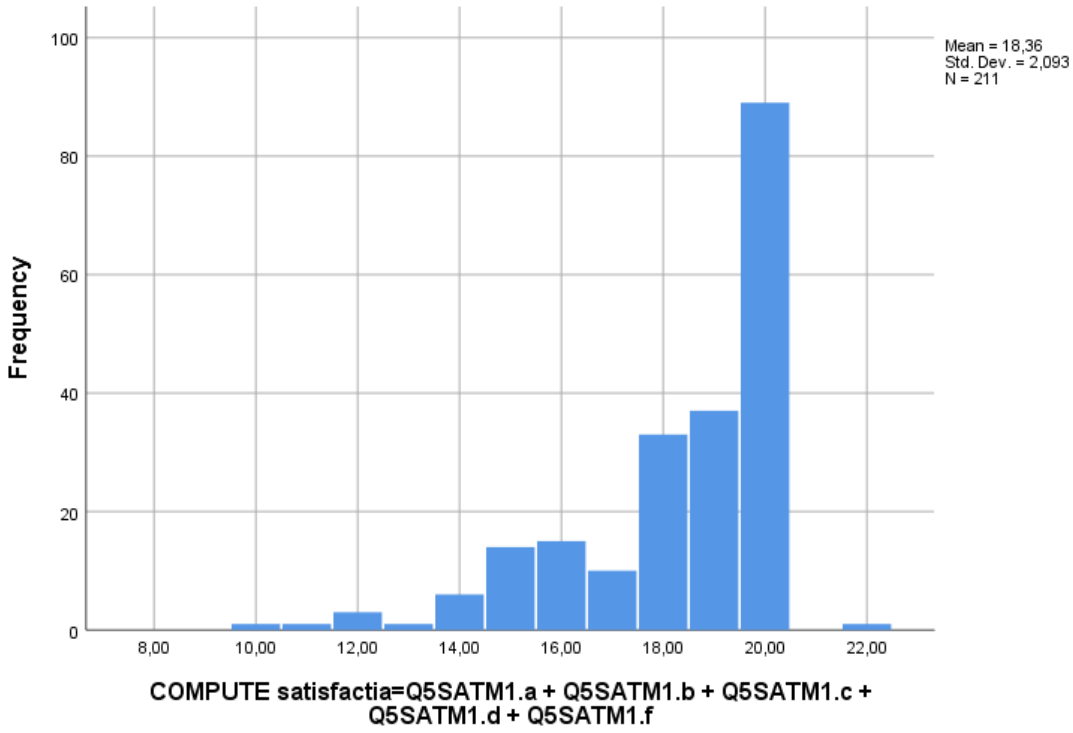
The principal axis factoring identifies 2 dimensions.

The fidelity analysis indicate a very consistent scale ( $\alpha = 0.807$ ) made of items a, b, c, d, f.

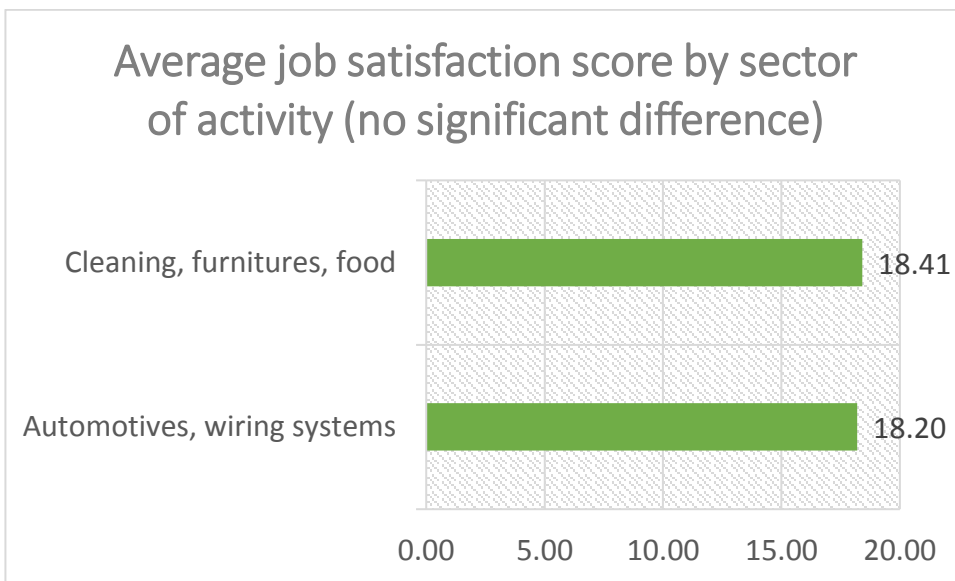
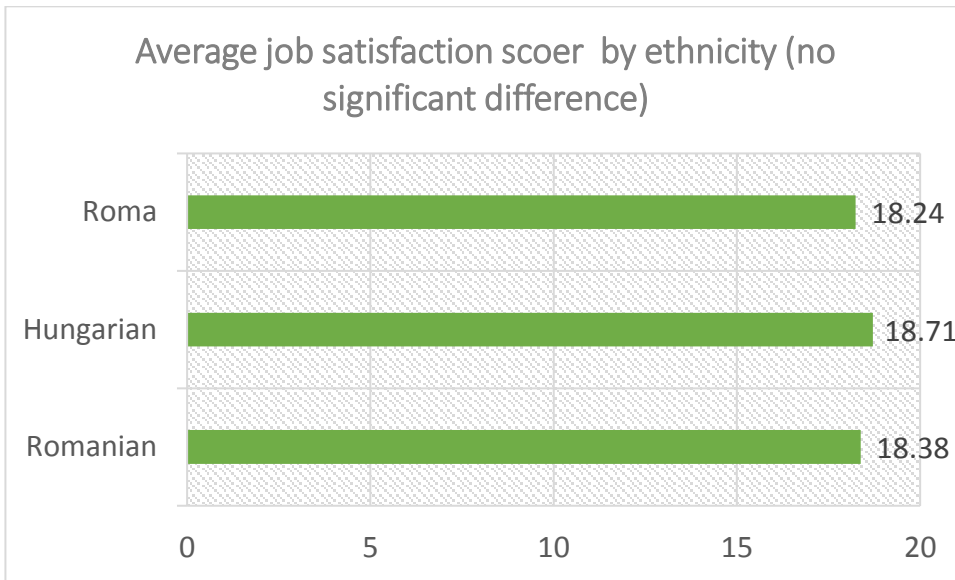
Items e – satisfaction with the reward and g - satisfaction with promotion opportunities – do not sufficiently correlate with the scale.

In the 5 items scale we have missing cases in 3 situations (3, 4 and 5 missing values) which cannot be replaced by input techniques. The satisfaction score is computed by adding the values of the selected items.

ANOVA test indicates significant differences of the means of this score among the companies. The lowest levels of satisfaction are registered with companies E and G. On the other hand, the satisfaction with the workplace does not vary with ethnicity and sector of activity.









### Organisational commitment scale

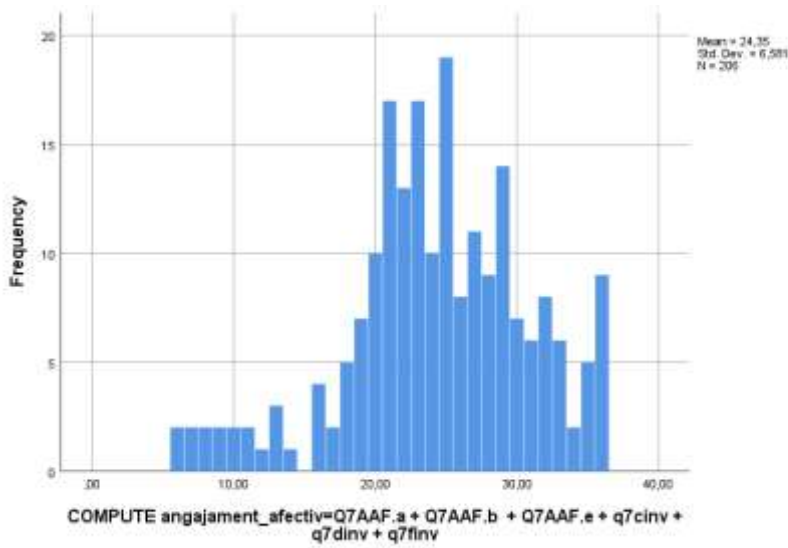
Factoring analyses reveal low consistencies of the two scales despite high alpha scores. In affective commitment score case, the inconsistency seems to be determined by the inverted items (3 items are negatively correlated with the scale).

<b>Subscale</b>	<b>Items</b>	<b>Out of which inverted</b>	<b>CFA factors (dimensioning)</b>	<b>Missing cases (list wise)</b>	<b>Alpha</b>
Affective commitment	6	3	2	13	0.800
Constant commitment	6	0	2	5	0.859
Normative commitment	5 (item c removed)	1	1	8	0.865

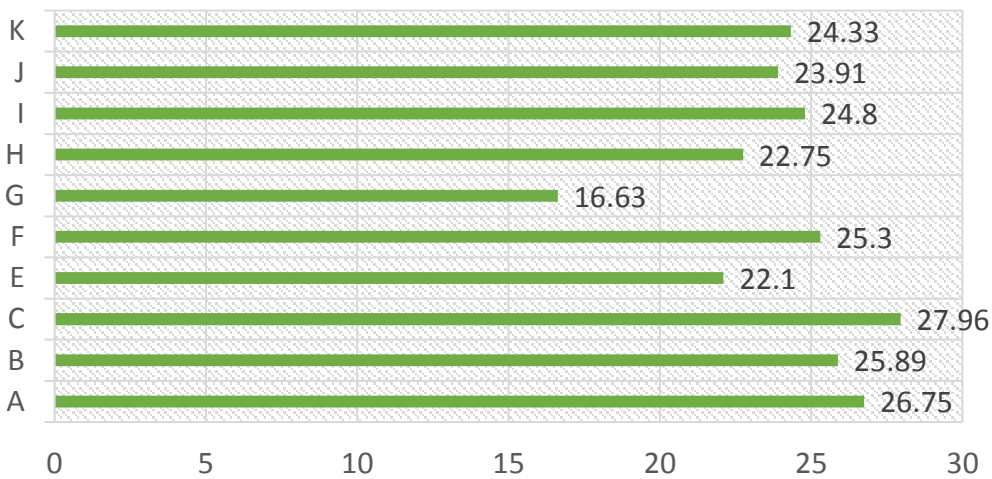
All commitment subscales significantly vary among the companies. Company G has the lowest level of affective commitment. In companies E and K the levels of constant commitment are almost two standard deviations lower than in other companies. The normative commitment is lower with at least one standard deviation than in other companies in case of companies E and G.

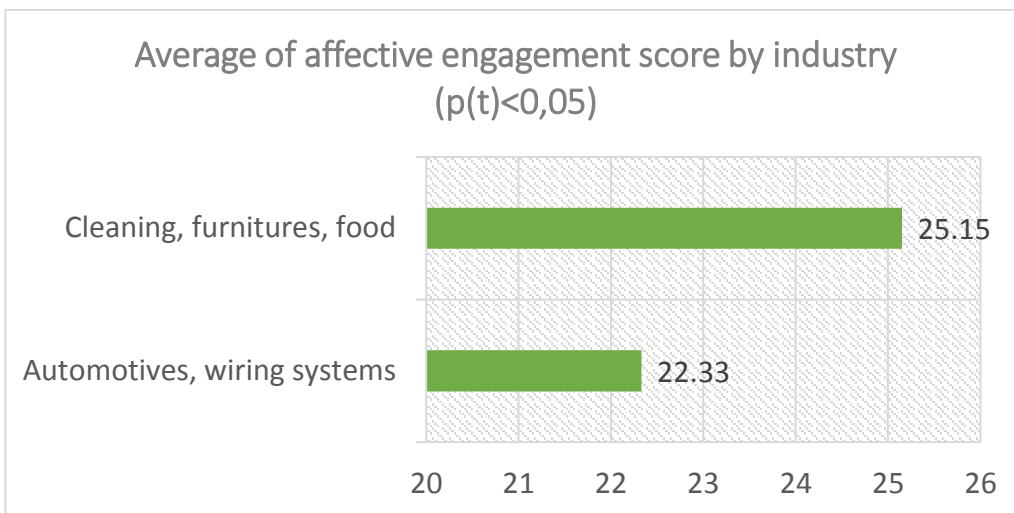
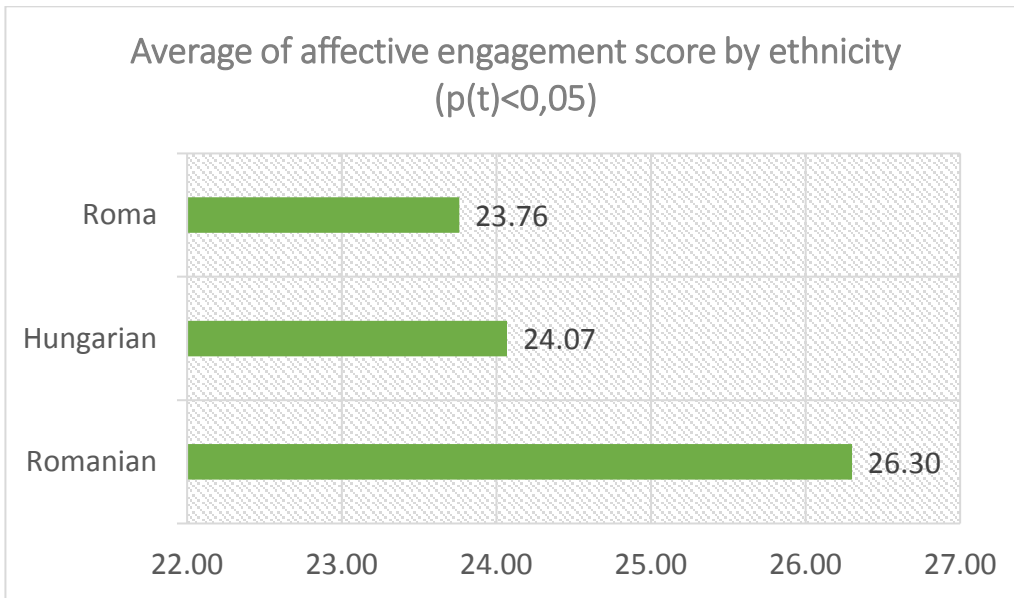
The affective commitment significantly varies with ethnicity and sector. The Roma have an affective commitment with the company significantly lower than the Romanians. In exchange, the Roma have a better constant commitment than Romanians and Hungarians, and Romanians' normative commitment is similar with Roma's and it is significantly higher than the Hungarians'.

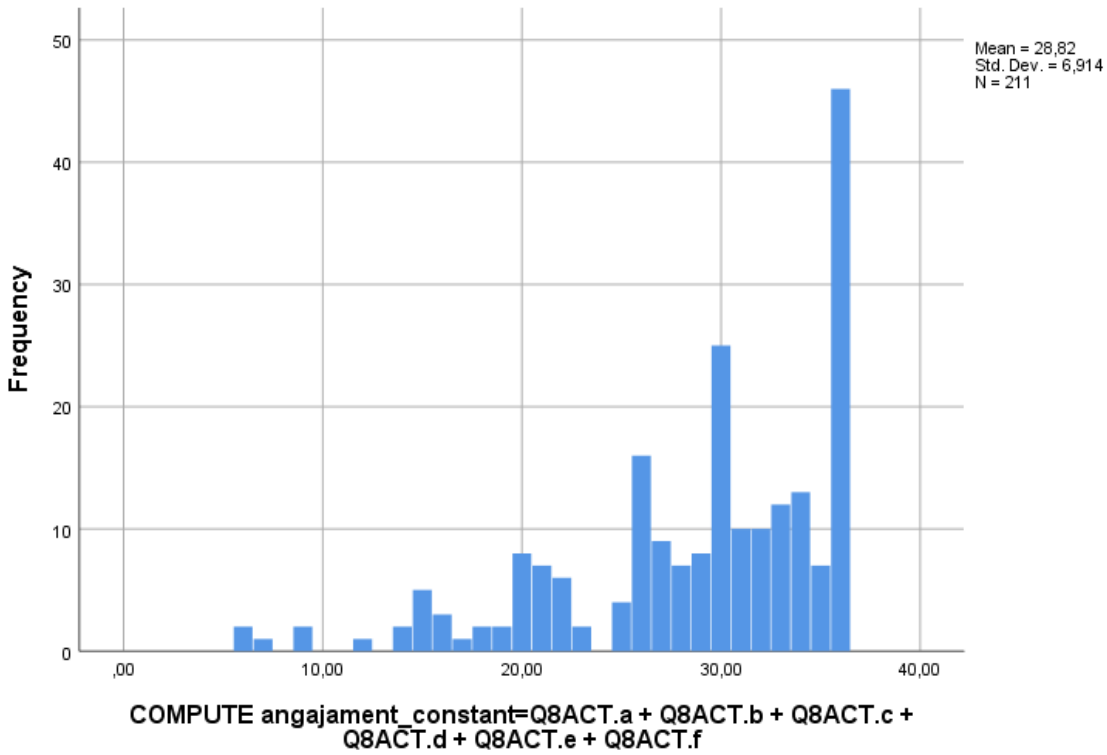
The commitment in all its dimensions seems to be a problem of wiring/automotive sector's employees. Those working in wiring sector have significantly lower affective, constant and normative commitment than those from other sectors.



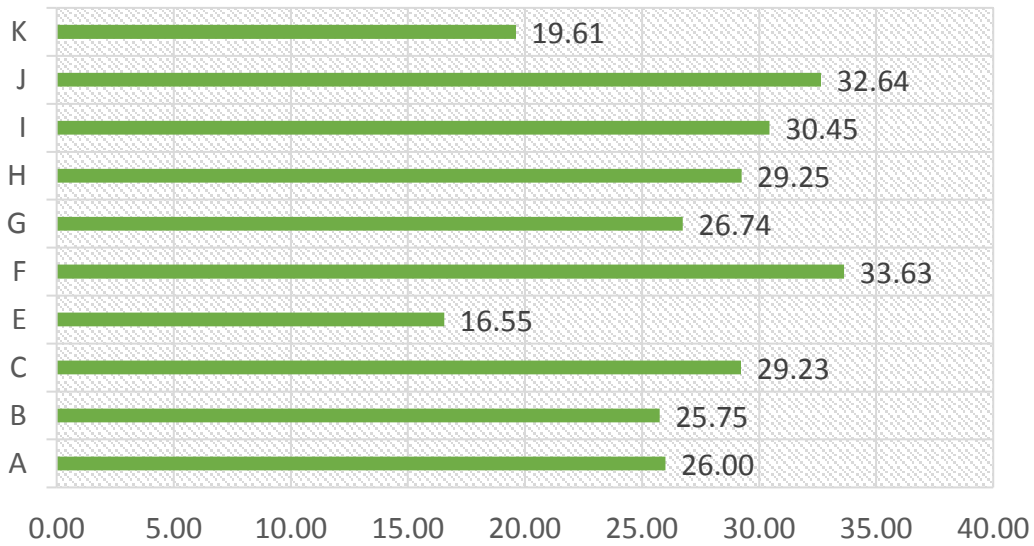
Average of affective engagement per company  
( $p(\text{ANOVA}) < 0,05$ )

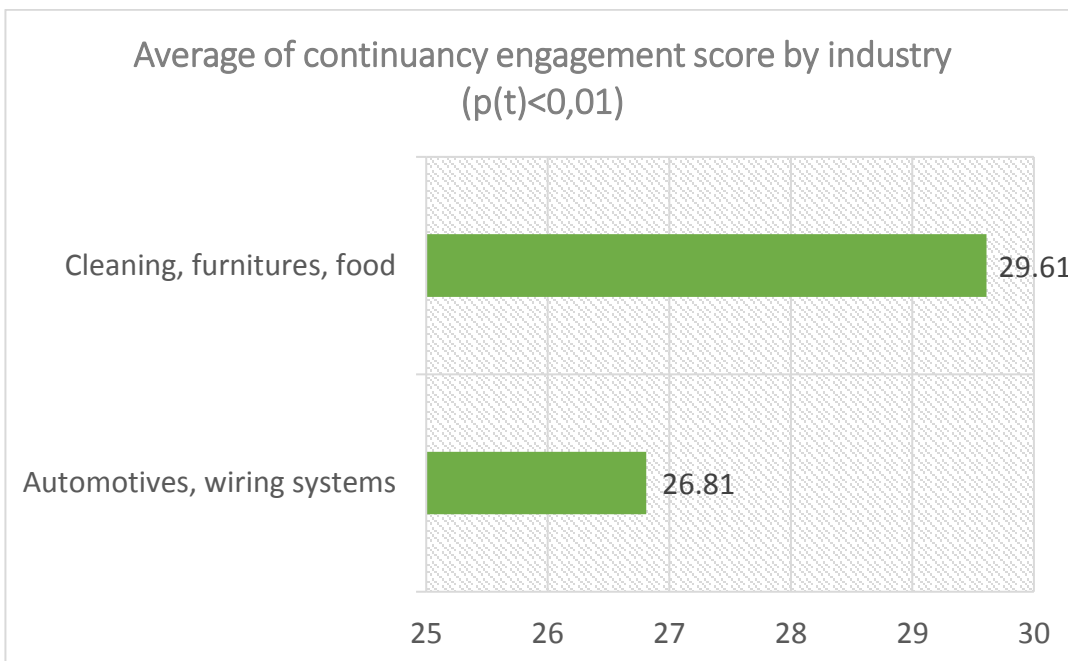
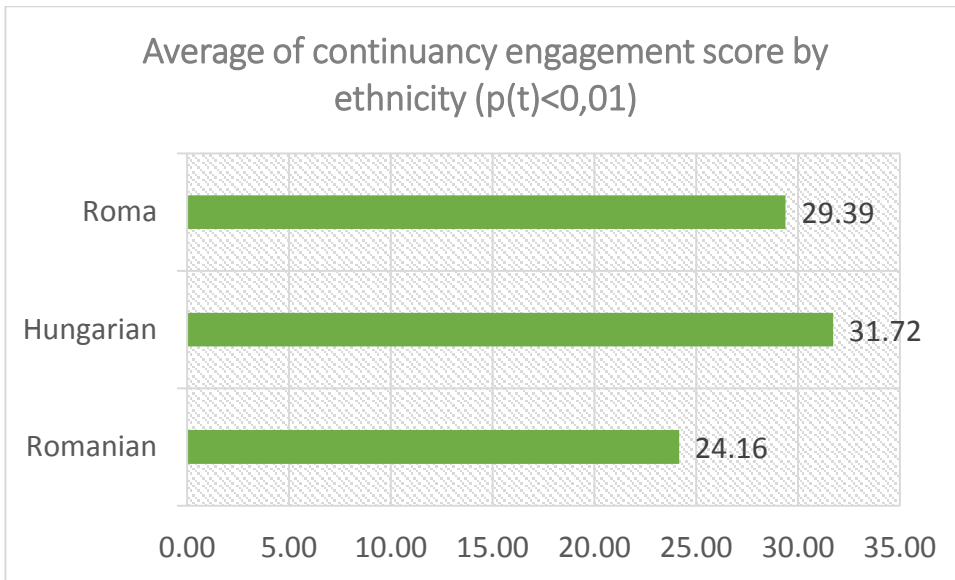


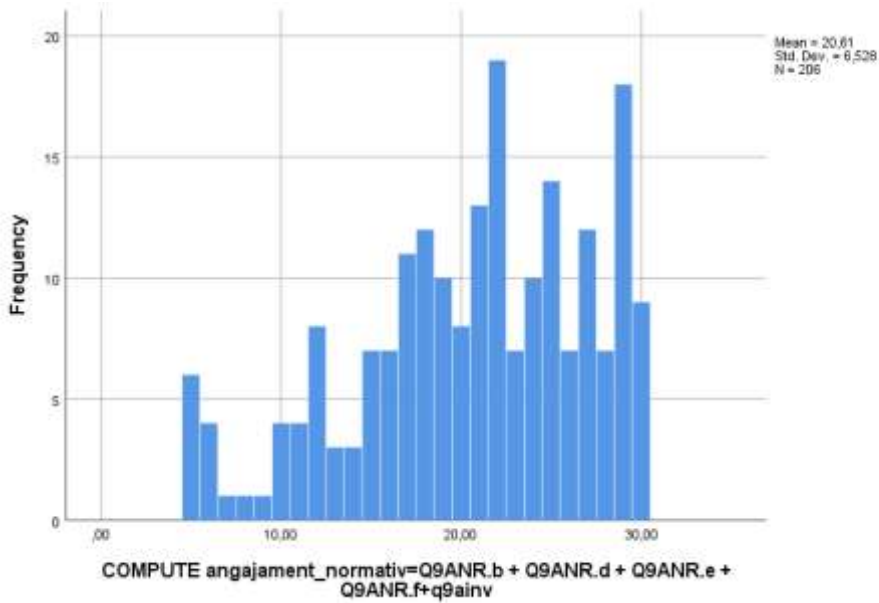




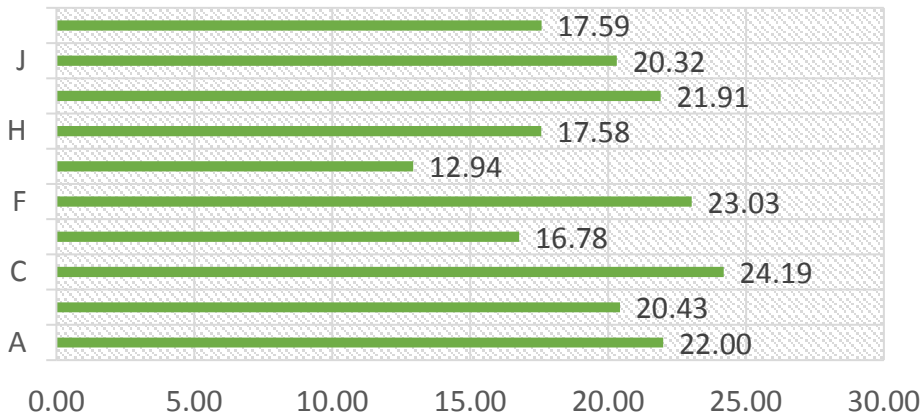
Average of continuancy engagement per company  
( $p(\text{ANOVA}) < 0,01$ )



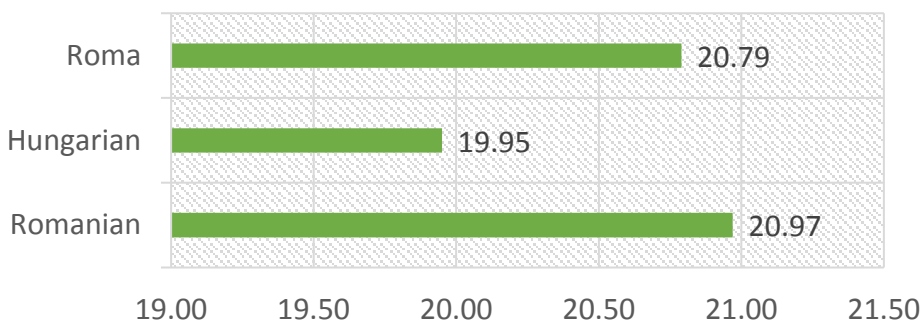




Average of normative engagement per company  
( $p(\text{ANOVA}) < 0,01$ )

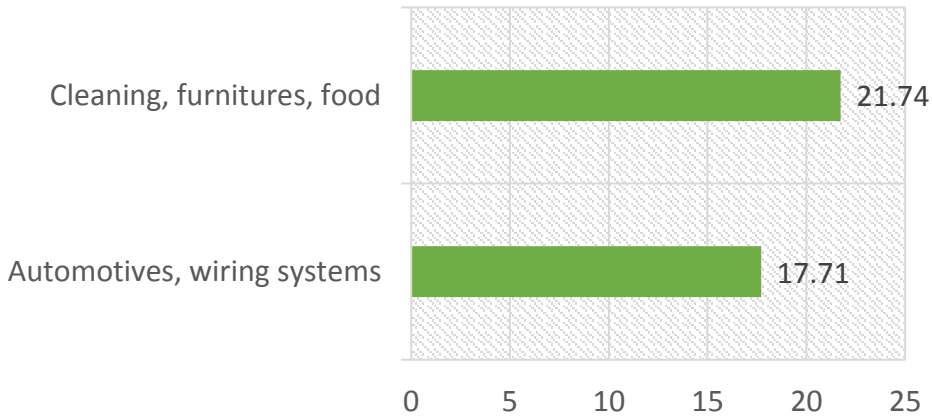


Average of normative engagement score by ethnicity (p(t) non significant Roma vs Romanian)



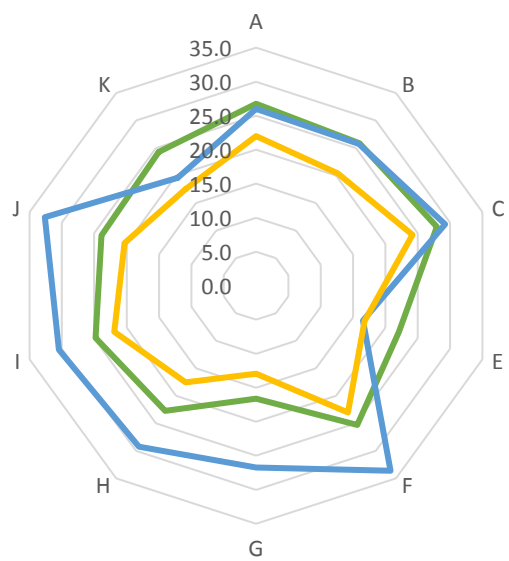


Average of normative engagement score by industry ( $p(t) < 0,01$ )



Organizational engagement average profiles

— affective engagement    — continuancy engagement    — normative engagement







## Stress at workplace

Dimensionality analysis of the answers to the 20 Likert items, by principal axis factoring, the oblimin rotation revealed a relatively inconsistent structure: 5 factors with unimpressive explanatory capacities.

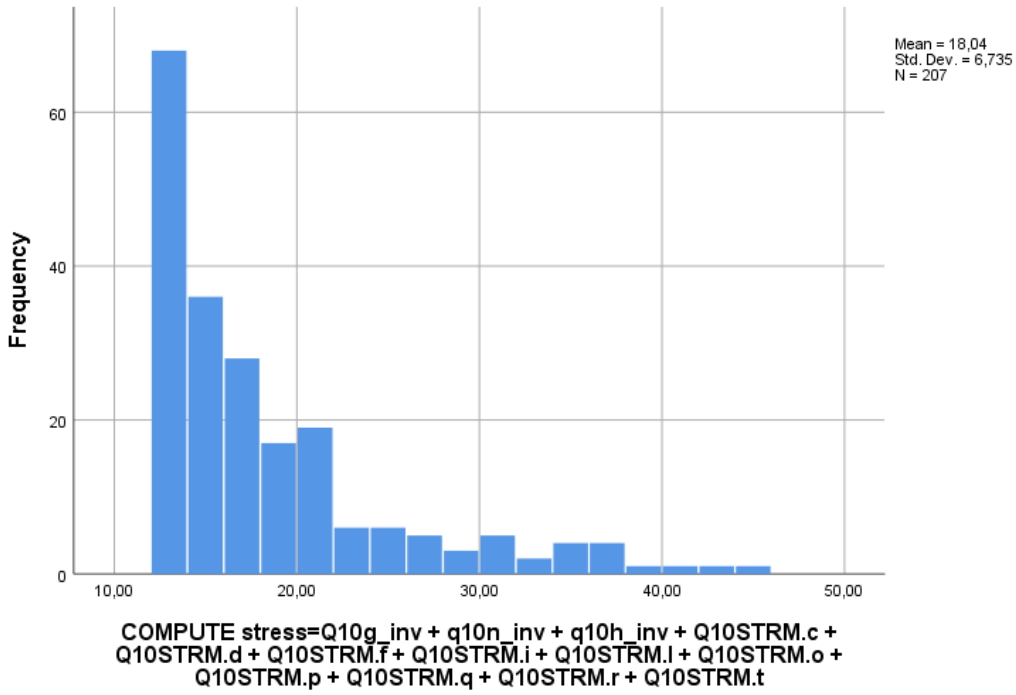
Factor	Items with loading>0,4	Eigenvalue (%) / eigen	Approximate suggested meaning
1	-A, B, -G, L, M, -N,	35,214%/7,04	Lack of safety
2	C, D, E, R, Q, S	9,74%/1,949	Pressure
3	-H, I,	6,72%/1,344	Lack of resources/support
4	O, P	5,56%/1,1	Discrimination
5	-G, -J, K,	5,23%/1,05	Physical insecurity

Based on these analyses and of factorial structure I designed a “general stress” scale comprising the following items (alpha=0.875):

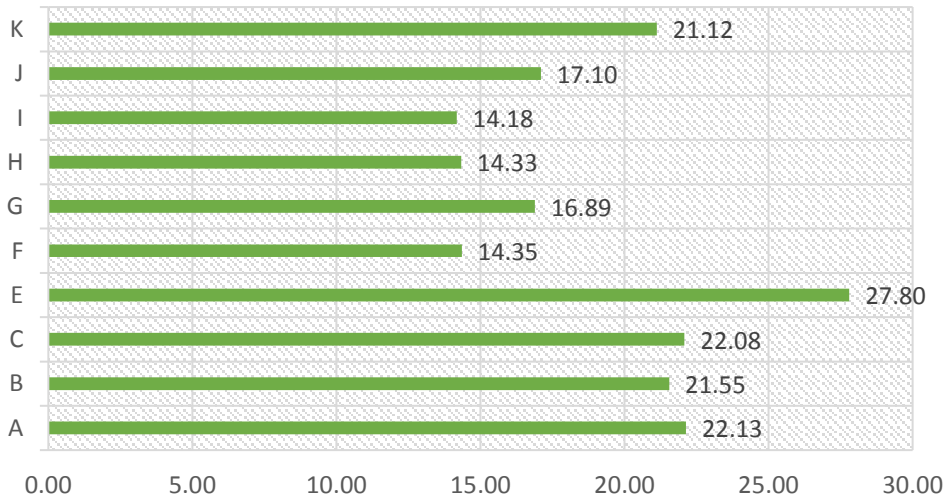
- I do not have enough time to finish all I have to do at my job.
- My work volume is too much for my workplace.
- I do not have enough space to develop my work.
- I have enough support as to do my work.
- I have difficulties in obtaining the resources I need to do my work.
- There are colleagues who are worse treated by supervisors than the other due to ethnicity.
- At my job there are groups/cliques of same ethnic people.
- I am often worried about children or other family members left at home while I am at work.
- I have to leave early from home to arrive in time at my job.

The higher the score is the higher is the stress felt by the employee at the workplace. The highest stress level, with more than a standard deviation above that felt in other companies, is registered in company G.

The stress score registers no significant deviations with ethnicity and sector of activity.

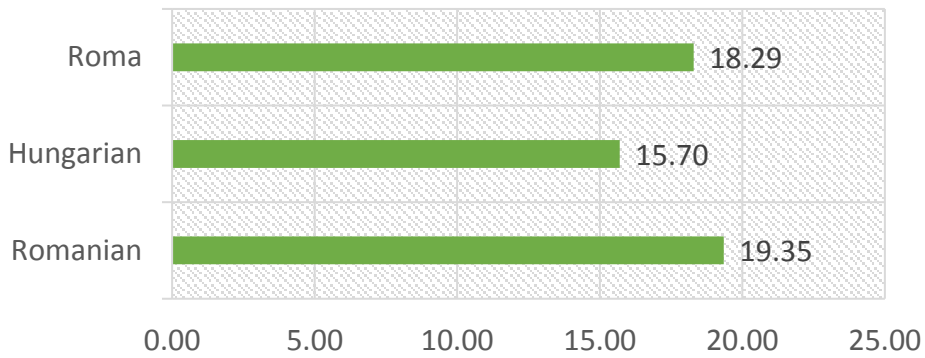


### Average stress score/company (p(ANOVA)<0,01)

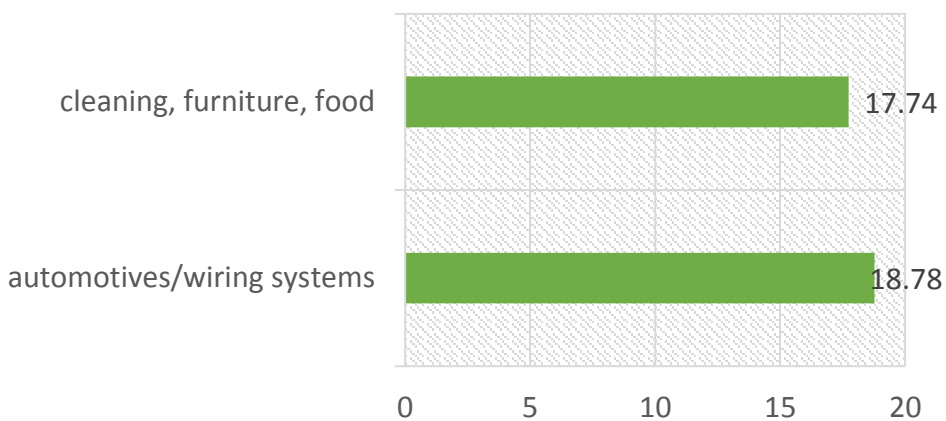




Stress score averages per ethnicity (non-significant differences between Roma and Romanians)



Stress score averages per industry (non-significant differences)





## Autonomy at the workplace

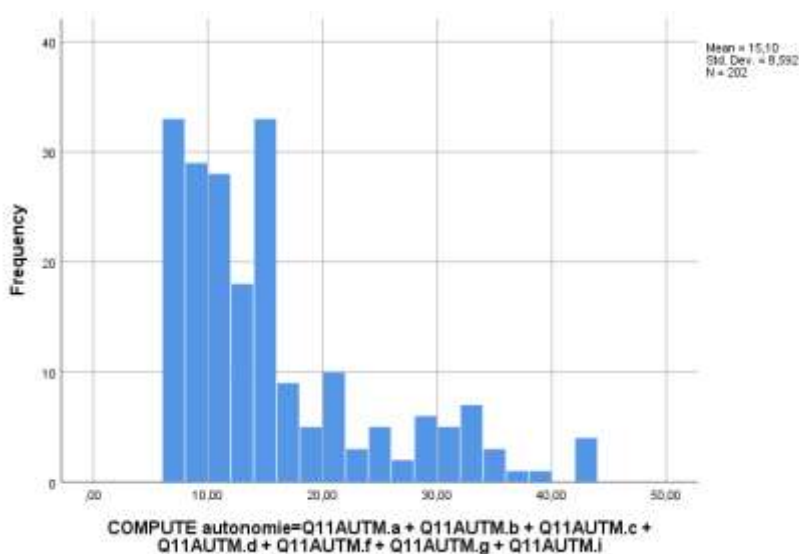
Nine items Likert scale. The dimensionality analysis show that the Scale is one-dimensional (CFA: 1 factor, KMO-0,933), the extracted factor explains 67.8% of the total variance). The final scale has 7 items (the items e and h were removed) and alpha 0.941. The data has 11 cases with absent values.

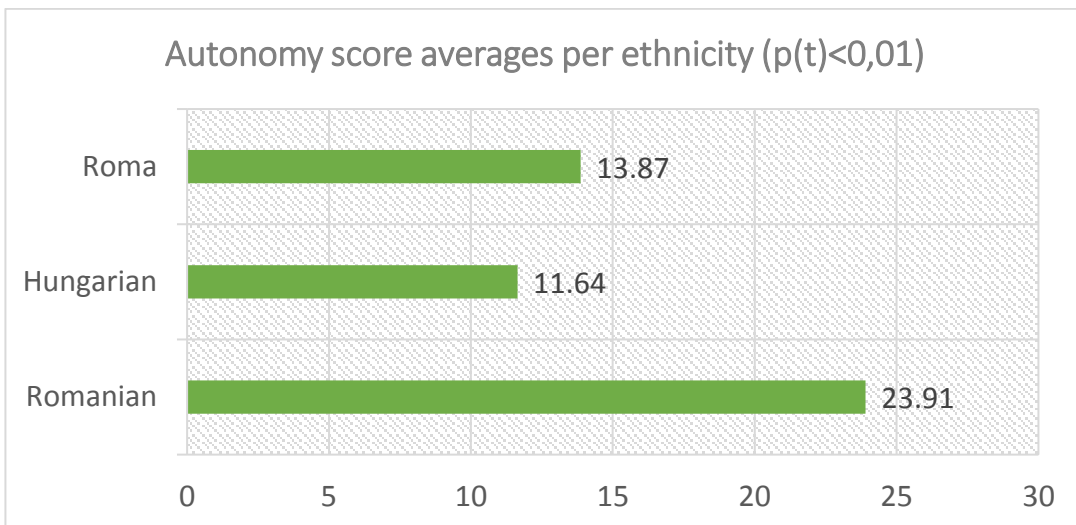
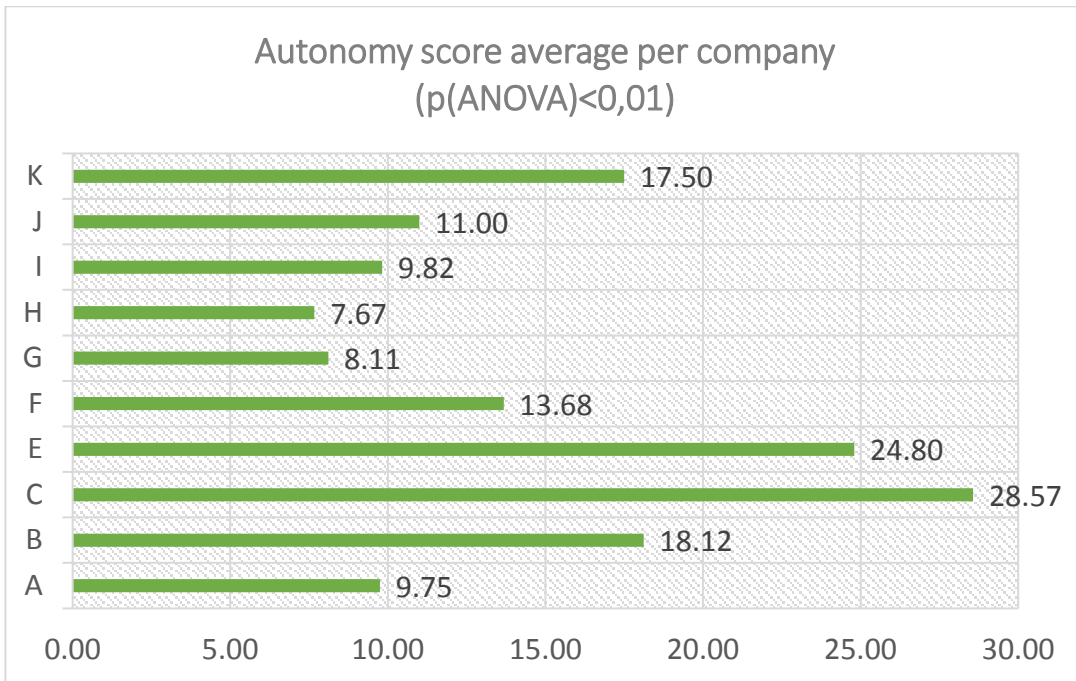
The higher the score is the perceived autonomy is higher.

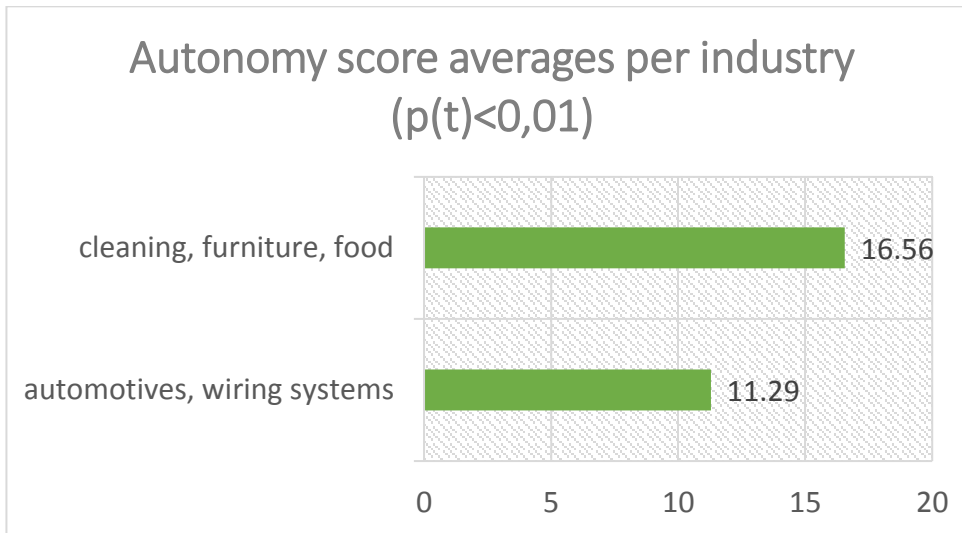
### Autonomy scale items at job:

- I can decide how to fulfil my tasks.
- I am allowed to choose the procedures I use to fulfil my tasks.
- I am free to choose the methods to carry out my work.
- I am in control with planning my work.
- My work is of that kind that I can decide when to do certain activities.
- My job allows me to change the method we are assessed, so I can focus on certain aspects of my work and leave others apart.
- I have a certain control over the things I have to perform (which my supervisor considers as objectives).

The autonomy score differences are very high between companies, reflecting differences between sectors. The greatest autonomy is recorded in companies C and E, while in automotive wiring companies the autonomy is the lowest (G and H). Romanian employees feel a greater autonomy at their workplace than the Roma and Hungarians. The employees in automotive / wiring sector feel less autonomy than those from other sectors.







### The attitude towards work, time off, liberty (Protestant work ethics)

The scale has 12 items in total and data registered 7 cases with absent values.

Dimensionality analyses revealed the three dimensions scales (KMO=0,915)

- Independence (alpha = 0.824)
- Time off (alpha = 0.928)
- Hard work (alpha =0.830)

The three dimensions were transformed in separated summative scales. The items corresponding to the three scales are mentioned below.

Independence assessing scale:

- Only the independent people go forward in life.
- People should depend as less as possible of others
- A superior man is the one who succeeds alone.
- If you have money and assets what reasons would you have to not spend them.
- The right attitude in life is: eat, drink and be happy because you do not know what tomorrow brings you.

The higher the score is the independence is more appreciated.



Time off assessment scale:

- People should have more time off in order to relax.
- More time off is better for people.
- Life has more sense with more time off.

The higher the score the subject appreciates more time off.

Hard work assessment scale:

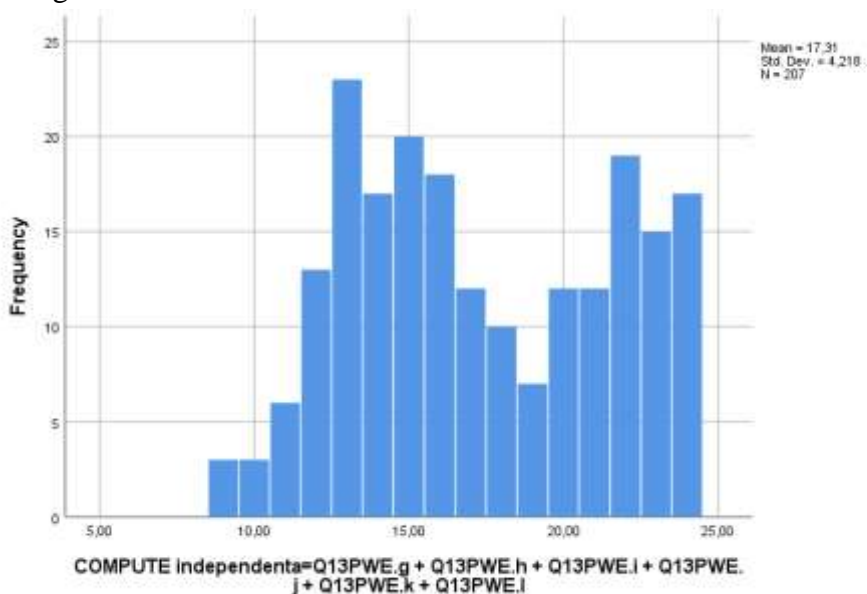
- Someone who works enough shall make a satisfying life.
- If you work hard you will succeed in life.
- Hard work makes people better.

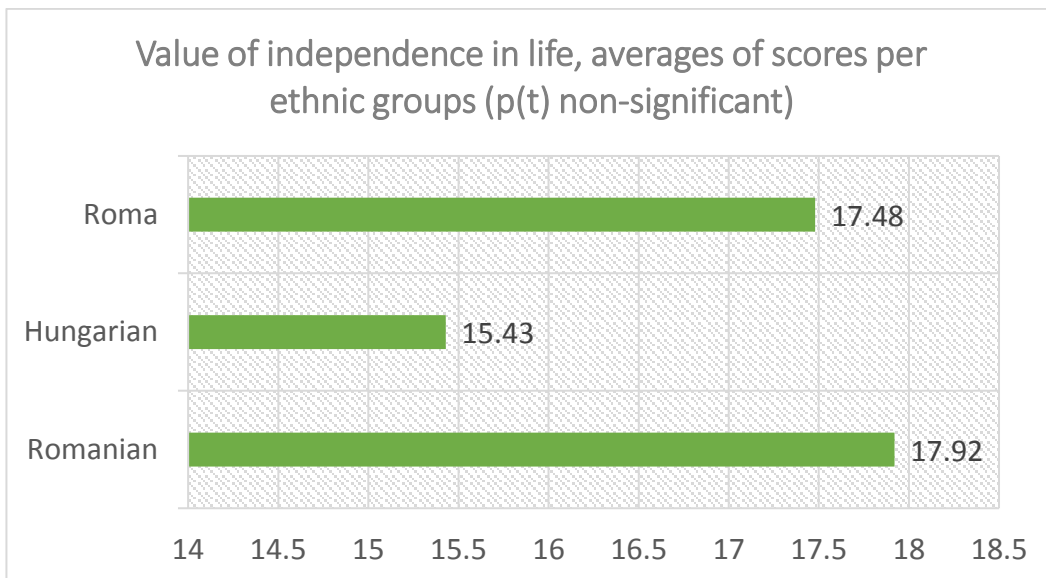
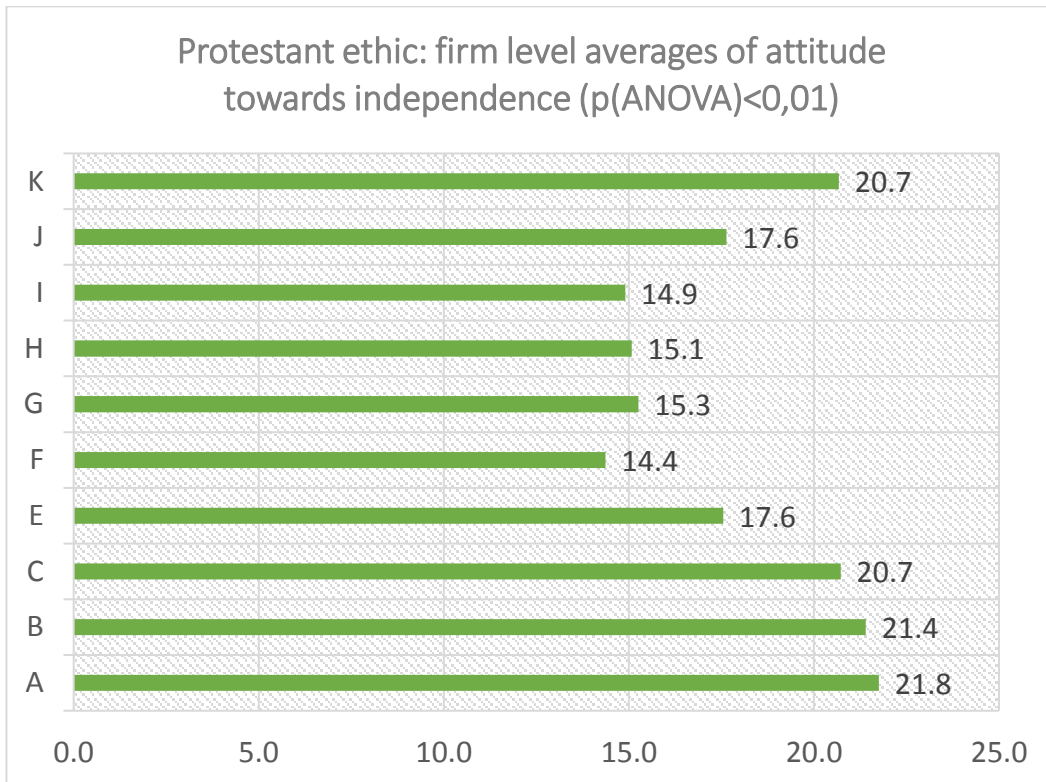
The higher the score the subject appreciates more hard work. In all scores, significant variations between companies' averages were registered.

The highest scores of independence appreciation are in companies A and K. Company A has also the highest score of time off appreciation. While hard working is similarly appreciated in most companies, this score has lower values in company E

Independence is significantly more appreciated by Roma and Romanians compared with Hungarians and also with those from wiring / automotive sector. There is no significant variation of average scores of time off appreciation with ethnicity and sectors.

According to study data, Romanian employees appreciate significantly less hard work compared with Roma or Hungarian people and those in cleaning, public food services areas, etc., less than those in wiring / automotive.

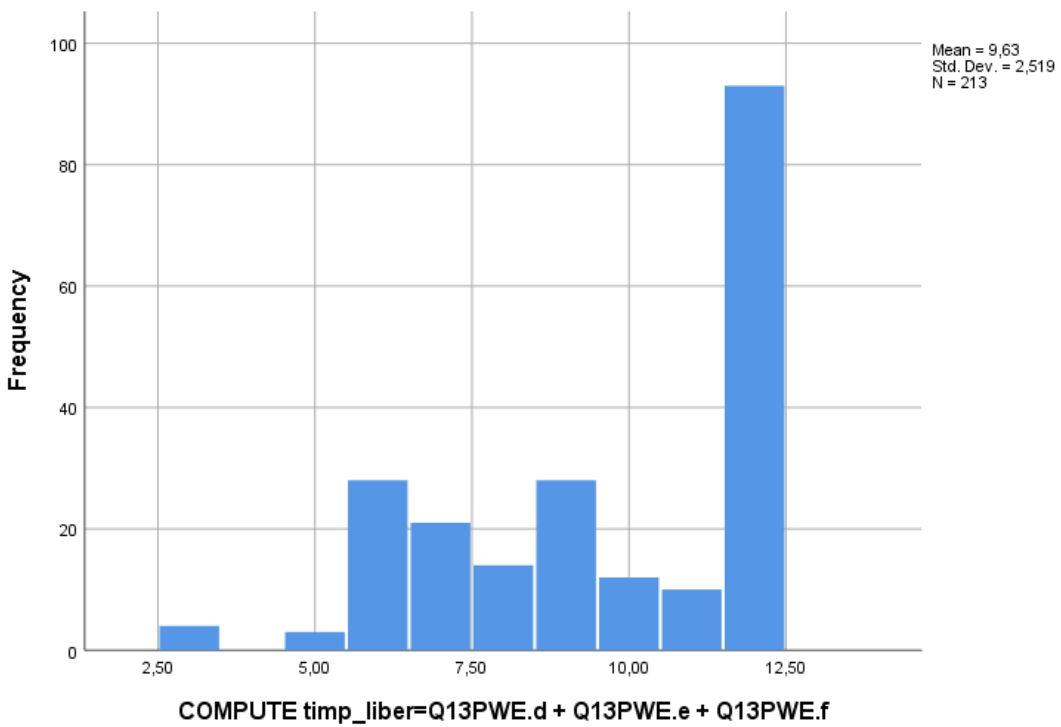
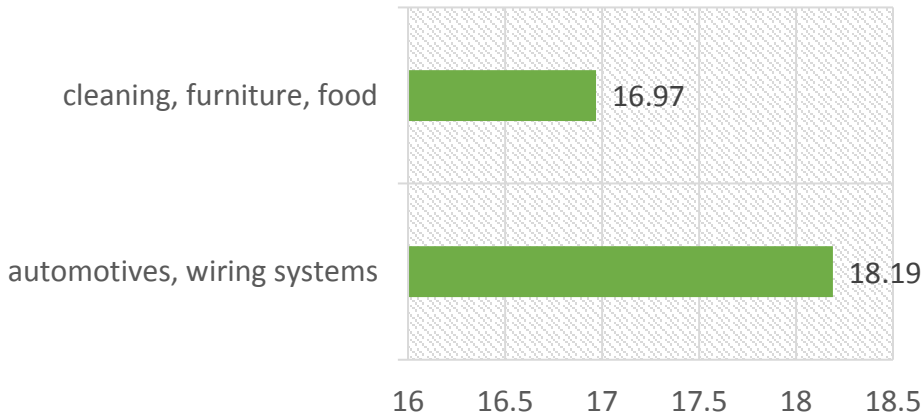






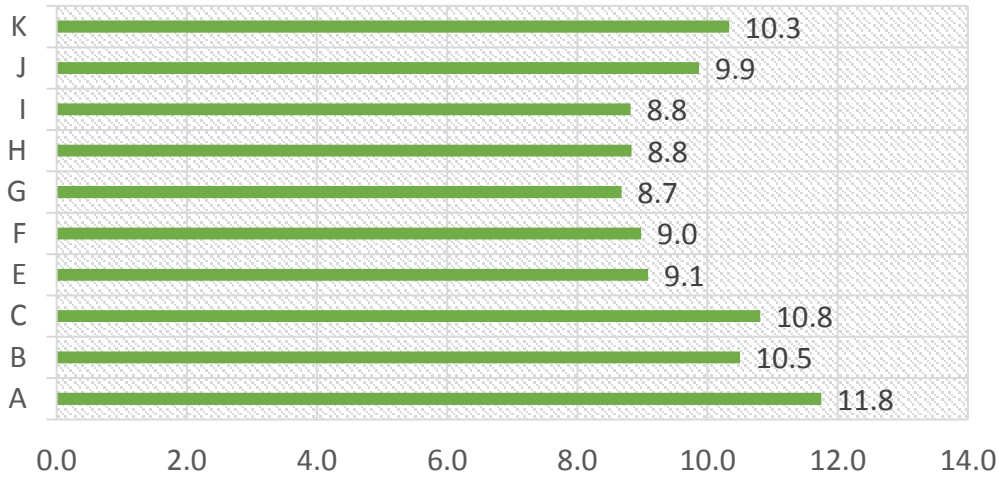


Value of independence in life, averages of scores per ethnic groups ( $p(t) < 0,1$ )

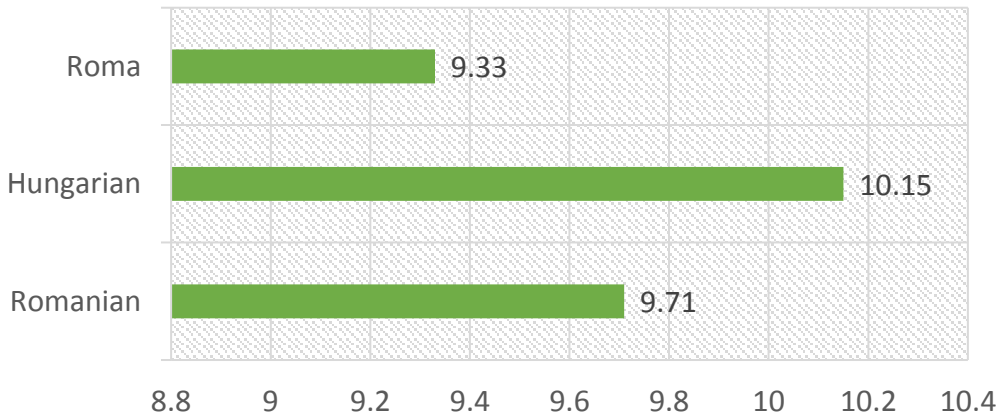




### Protestant ethic: firm level averages of attitude towards leisure

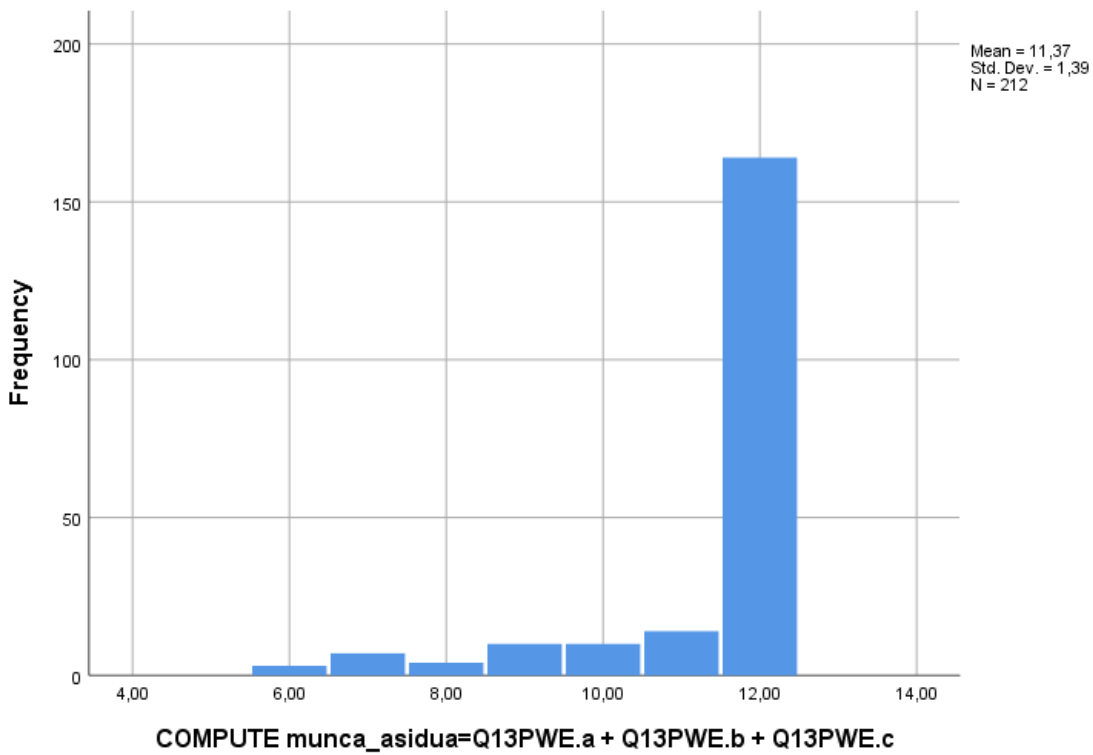
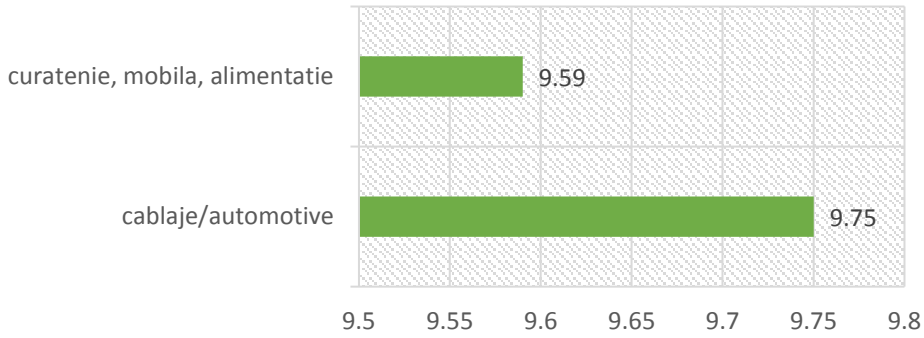


### Value of leisure in life, averages of scores per ethnic groups (p(t) non-significant)



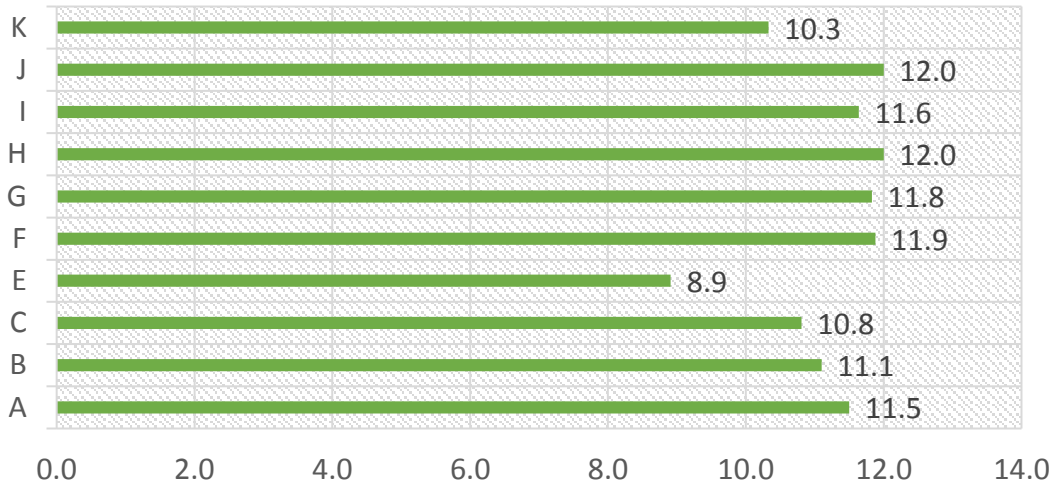


### Value of leisure in life, averages of scores per sector of activity (p(t) non-significant)





### Protestant ethic: firm level averages of attitude towards hard labour ( $p(\text{ANOVA}) < 0,01$ )

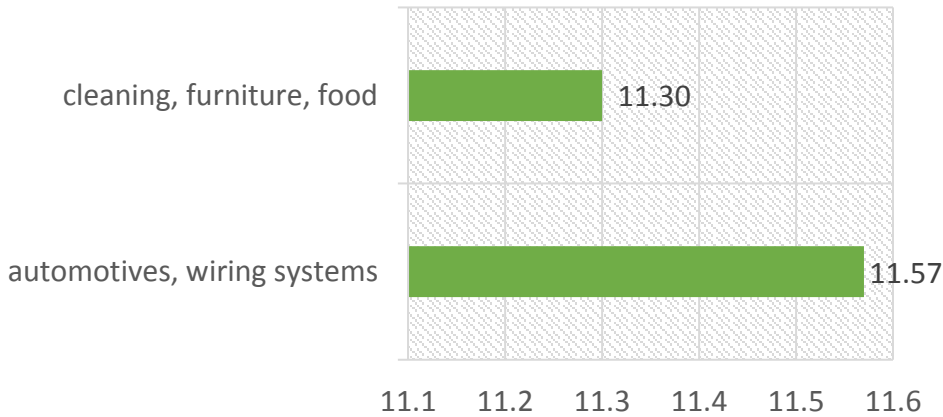


### Value of hard labour, averages of scores per ethnic groups ( $p(t) < 0,01$ )

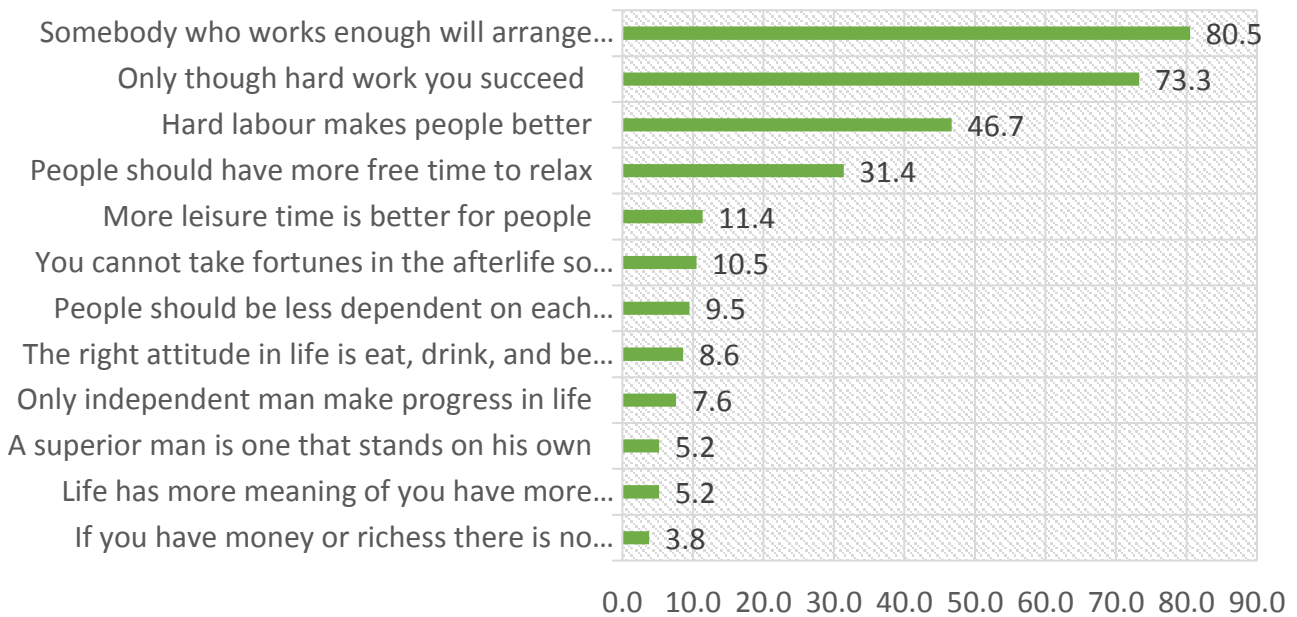




Value of hard labour, averages of scores per ethnic groups (p(t) non-significant)



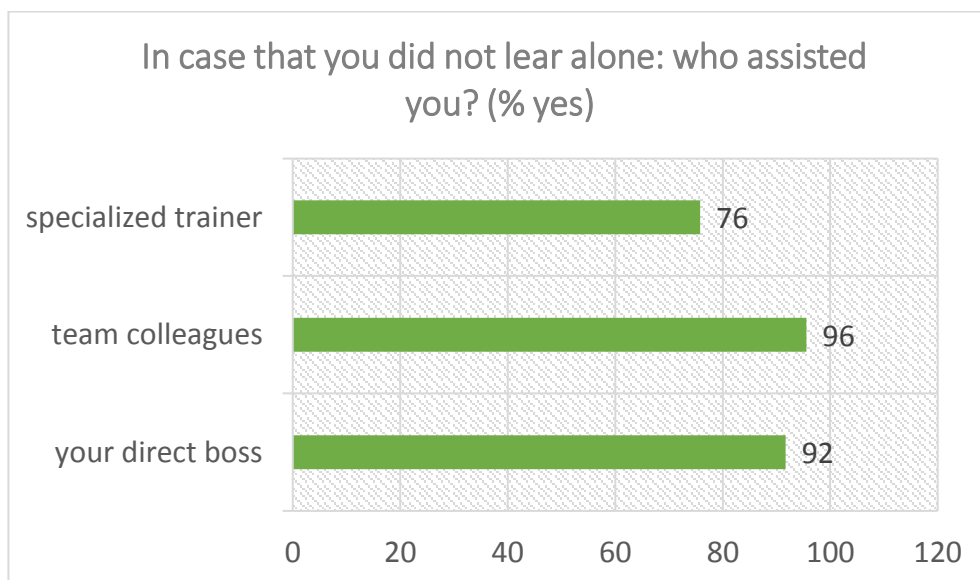
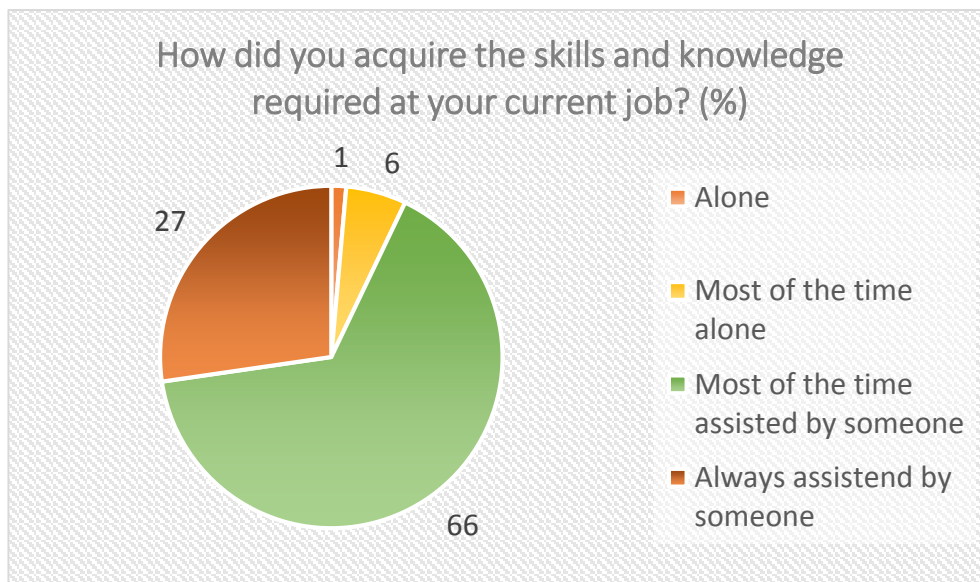
How much do you agree with the following statements regarding the importance of work and free time in one's life? Choose among them the three which are the most important (multiple response, 617 answers, % of cases)





### Training, getting familiar with job tasks

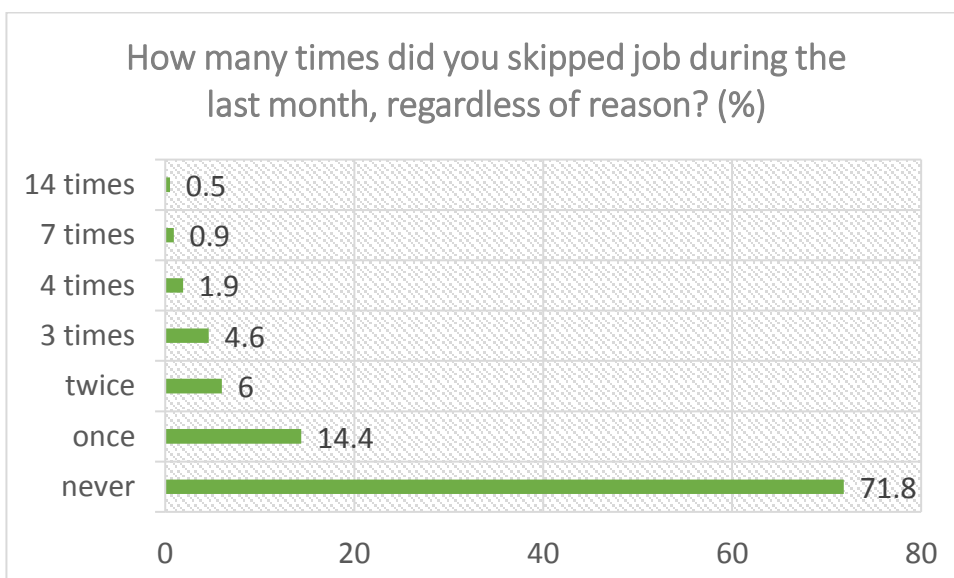
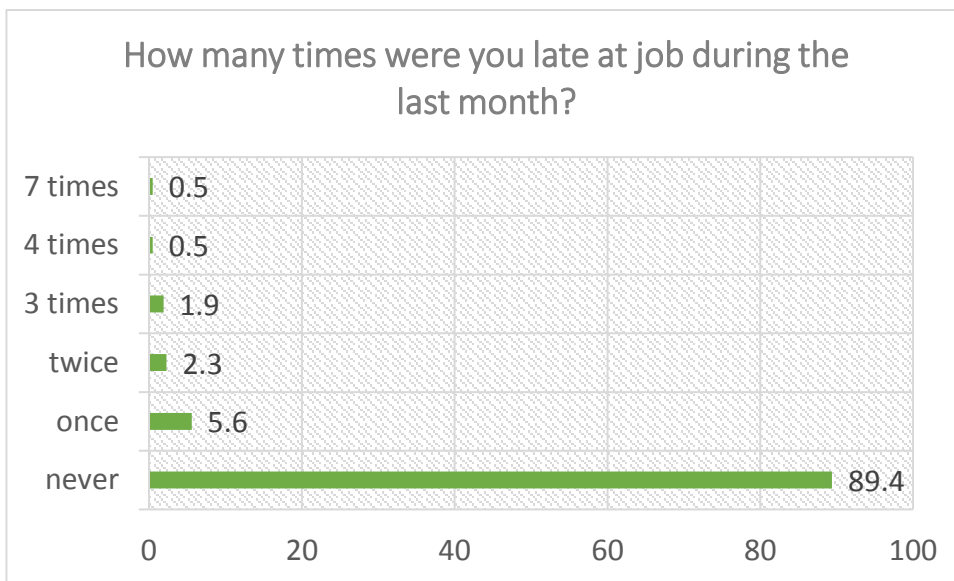
Almost 7% of the interviewed employees got familiar by themselves with job requirements. The others, who benefited from help, were assisted both by colleagues and by direct supervisor.

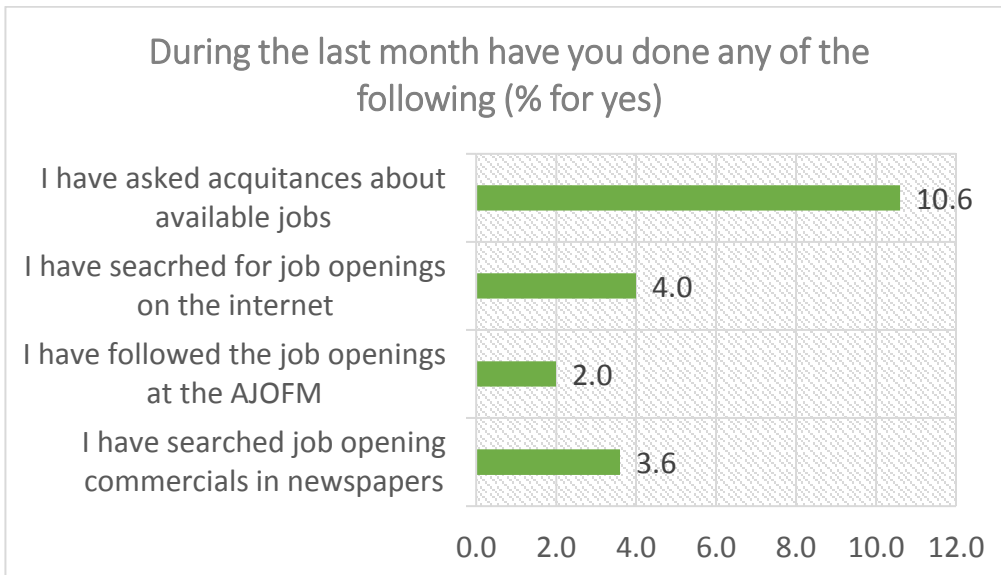
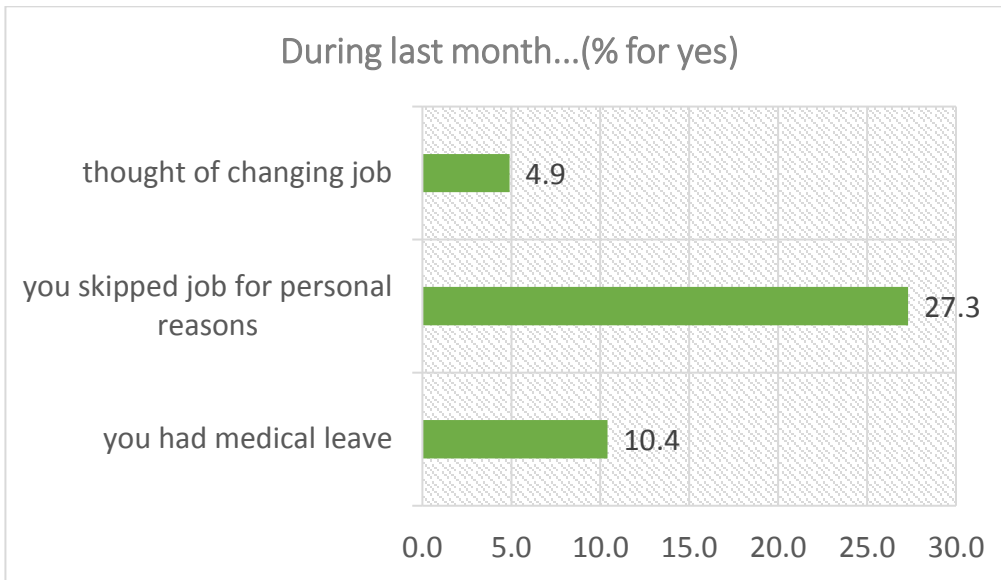




### Searching for another job behaviour. Commitment / inconstancy

The data suggest that 7-10% of the subjects want to leave the current job and take steps in this respect. In the last month more than a quarter of the subjects asked for time off from job due to personal reasons. 10% of the subjects had medical leave in the same period. 5% of the subjects considered changing the workplace and 7% declare that it is possible or sure to leave the current workplace. In the same period, a double percentage (10%) asked the acquaintances about another job.









## Job active searching scale

Items:

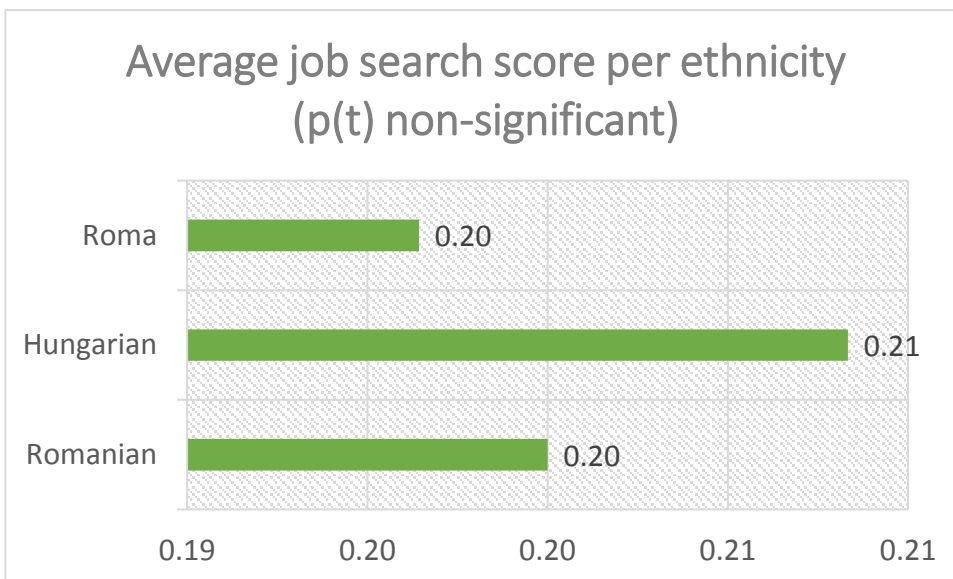
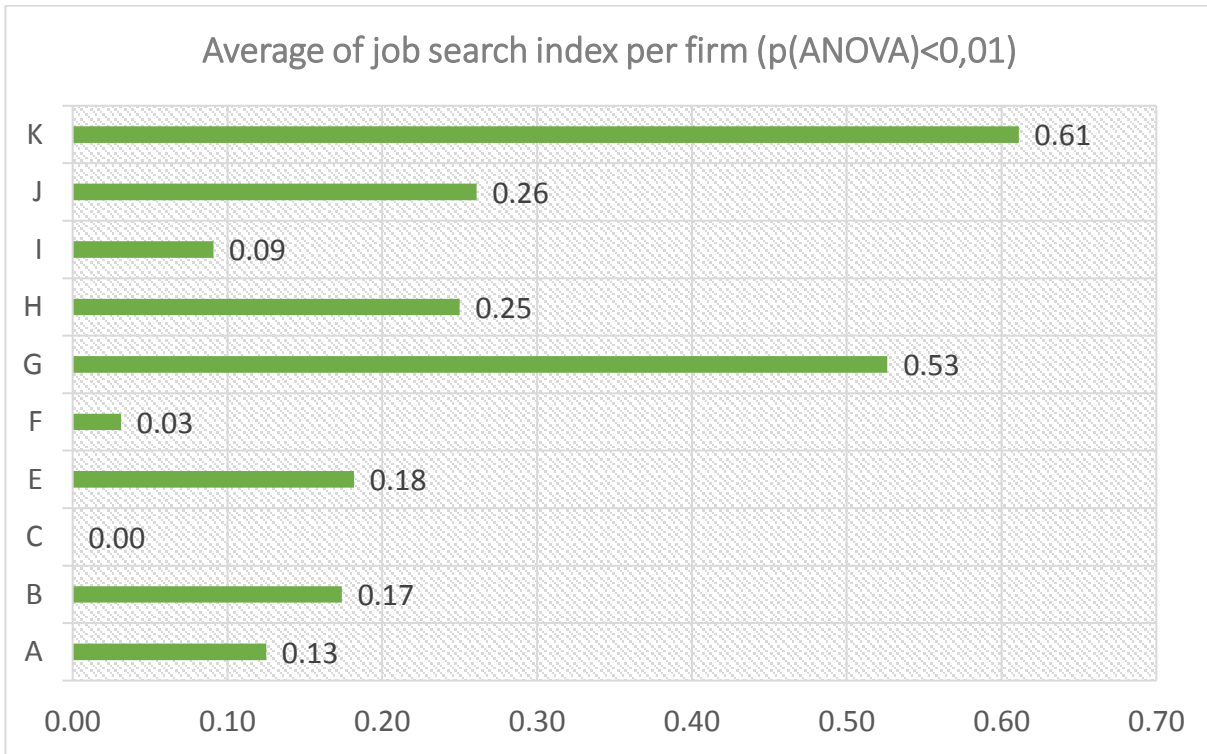
### **Have you done the following activities in the last month to find other job?**

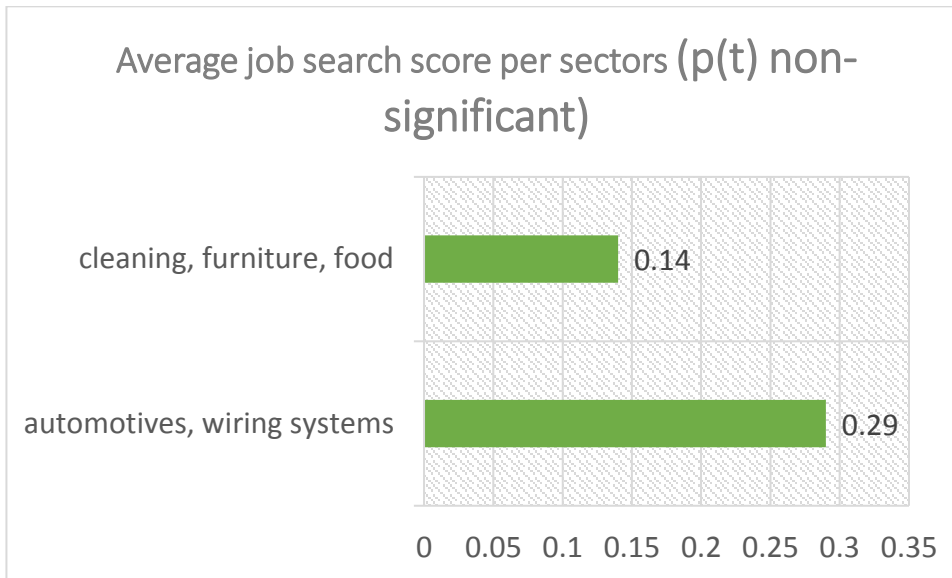
- I looked for jobs in newspapers.
- I looked for jobs noticed by AJOFM (County Employment Agency).
- I searched for jobs on Internet.
- I asked the acquaintances for a job.

Psychometric properties:

- Minimum=0, maximum = 4
- 20 absent cases
- Alpha=0,750
- 89.8% - score 0
- 11 persons (5.1%) – score 1
- 10 persons (4.6%) – score 2-3
- 1 person – score 4

The score of job searching varies significantly between companies but not with ethnicity or sectors. The highest scores of job active searching are registered for companies G and K.





## Predictors of job searching behaviour

### Objective

In this section I shall model a job searching behaviour measured by the score of job searching behaviour using binomial logistic regression. The objective of this modelling is that of exploring the following relations:

- Ethnicity's and activity sector's impact on searching for a new job.
- The impact of commitment, stress, autonomy, labour ethics scores on the probability of job searching and their capacity of predicting these behaviours.

### Dependant variable

As job searching score has a strongly asymmetrical distribution – out of 216 cases, 194 (89.8%) have “0” value, meaning that reports no behaviour used as indicators of another job searching –I generated a dummy variable (absence/presence) on its basis were the value “1” was assigned to all cases who expressed at least one job searching behaviour.

At the same time, we shall take into account the fact that the dependent variable includes a rare statistical event – declaring job searching.

When using logistic regression, relatively severe restrictions are applied to the number of independent variables reported to the number of cases. Due to this reason I designed a modelling in more phases:



1. Modelling the impact of social – demographical and context variables – ethnicity and sector of activity included;
2. Modelling the impact of psycho-sociological scores and predictors identification.

	N	%
Valid Not searching (0)	194	89,8
Searching (1)	22	10,2

### Job searching and social-demographical and context variables

#### Independent variables

Variables	Measurement
Ethnicity	Dichotomy (1=Roma)
Age	Dichotomy (1=under 30 years old)
Gender	Dichotomy (1=M)
Sector	Dichotomy (1=automotive)

The impact of the training level was also bivariate analysed but it is not significant.

All other variables, excepting the age, have insignificant parameter. Simple regression model of dependent variable, in terms of appurtenance or not to the category under 30 years has  $R^2$  Nagelkerge of only 0.06.

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 <sup>a</sup>	varsta_rec	1,169	,459	6,493	1	,011	3,217
	Constant	-2,599	,313	69,179	1	,000	,074

a. Variable(s) entered on step 1: varsta\_rec.

Expressing b parameter as exp(b) reveals that the young men under 30 years have a probability of 3.27 times higher to search a job than the older ones.



## Job searching and psycho-sociological scores

### Independent variables

The scores of:

- Workplace satisfaction
- Normative commitment
- Affective commitment
- Constant commitment
- Stress at work
- Autonomy at the workplace
- Work ethics: appreciating independence
- Work ethics: appreciating time off
- Work ethics: appreciating hard working

Only three of these variables have a significant impact on dependent variable variation: constant commitment, affective commitment and stress at work. The model including the three independent variables has R2 Nagelkerke of 0.518 and correctly predicts 72.7% of the cases declaring job searching (for a cutoff probability of 0.2 computed on logistic function basis).

Variables	B	S.E.	Wald	df	Sig.	Exp(B)
affective_commitment	-.208	.049	18.002	1	.000	.812
constant_commitment	-.120	.044	7.545	1	.006	.887
stress	.097	.040	5.826	1	.016	1.102
Constant	3.358	1.785	3.539	1	.060	28.731

Both commitment scores lower the probability of a job searching. The affective commitment has a strong impact, each more point on the affective commitment scale leading to a decrease with 19% of the risk related to job searching. In exchange, each more point on the stress scale leads to the increased probability with 10.2% of a job searching reported to the contrary event.



## Conclusions

Searching of a job in case of the investigated subjects is a phenomenon without a strong structural determination. However, there is a 3 times higher probability of searching for a job in the case of younger employees.

The social-demographical variables have a more significant impact on the dependent variable, the final model having very good adequacy coefficients confirming the predictive validity of the tested model. The most economical model is the one predicting the risk of a job searching by means of three scores: affective commitment, constant commitment and stress at work.



## Managers and Human Resources Specialists Attitudes

### Introduction

Due to the low number of cases and of selection on availability criteria, statistical comparisons between categories of subjects (as for example, middle management and human resources specialists) are not relevant. This section of the report is strictly descriptive.

### Sample description

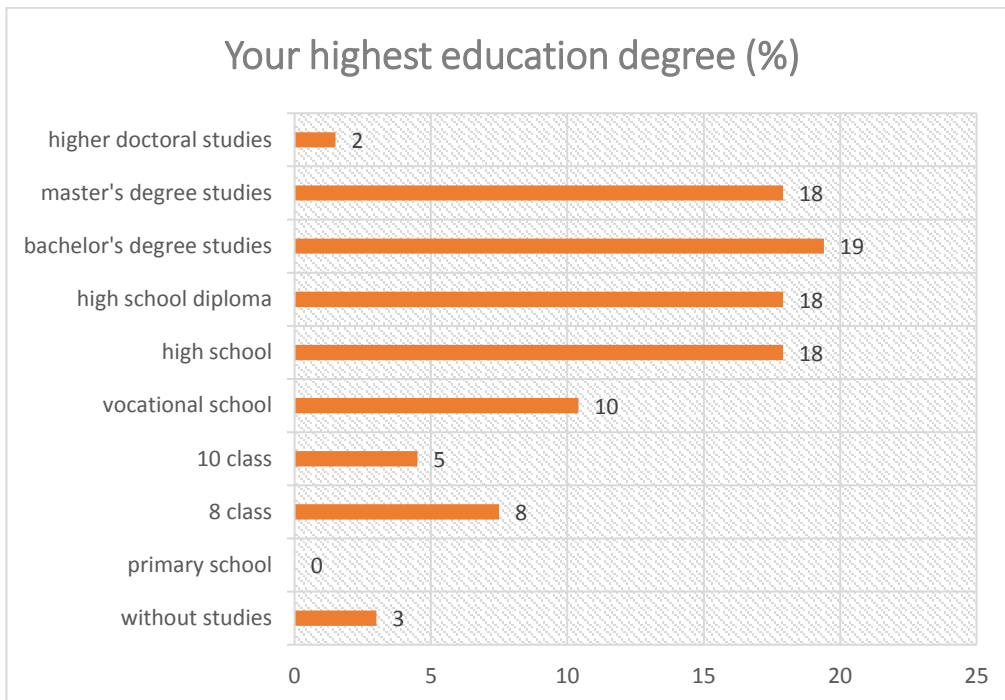
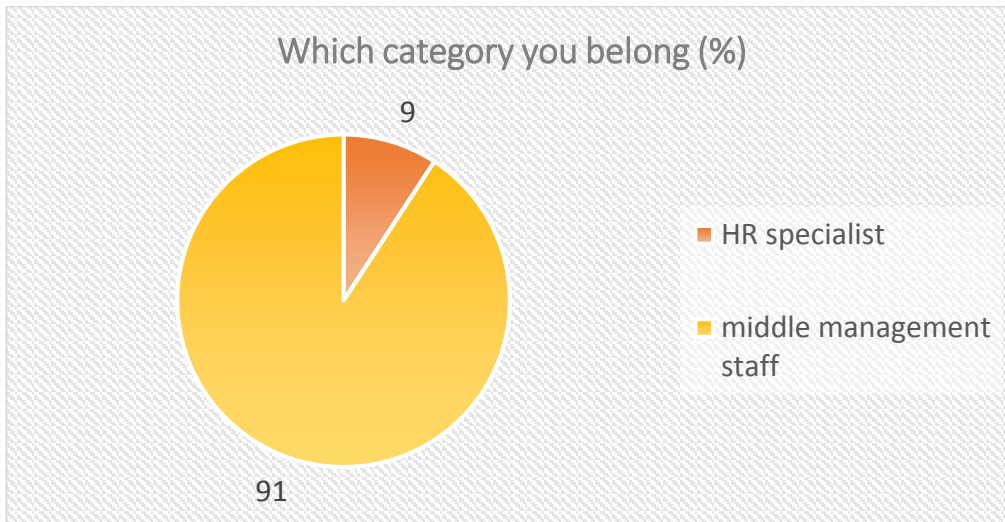
The interviews were face to face at subjects' workplaces.

74 subjects employed in 10 companies of Cluj and Bihor Counties.

Cases: employees of middle management and human resources representatives. 43 (58%) of them are employed in companies in parts and wiring for automotive sector and the rest of them in sanitation, furniture and food industry production.

As the number of subjects is correlated to the number of employees of this type and probably with the total number of employees, it could be inferred that the automotive companies are significantly larger in terms of number of employees than the ones in the other category.

Company	N	Column N%
A	25	33.8
E	14	18.9
B	10	13.5
H	8	10.8
F	7	9.5
K	4	5.4
C	3	4.1
G	1	1.4
I	1	1.4
J	1	1.4



## Results

### Personnel motivation

The managers consider that the best methods to motivate the operating personnel are: granting some financial stipends and bonuses and ensuring friendly, warm working conditions.

The reasons, for which the employees leave more often their workplaces are, in managers' opinion, dissatisfaction with the wages level and the fact that they find better jobs.





The most serious dissatisfaction reasons for the managers are their employees' motivation and discipline. The managers deny Roma discrimination or marginalisation.

### Personal recruitment policies

In the studied companies employment policies include both working contract with the company and contract with a company that leases personnel.

The most efficient induction technique for new employees is mentoring, which is also the most performed one.

In order to contract employees, the subjects consider the following strategies as the most adequate:

- Individual, full time, undetermined period employment agreements;
- Motivation by material stipends;
- Low wages at first with high rising possibilities.

### Personnel training

Almost all companies perform workplace training and training courses are frequently organised at the workplace. Financial support for training stages is not usually provided.

The percentage of workers attending at least one training stage during a year is under 10%.

### Personnel assessment

In almost all companies the management strives to assess employees by applying quantitative indicators of the results and team leader periodical assessment.

### Managing personnel fluctuation issue

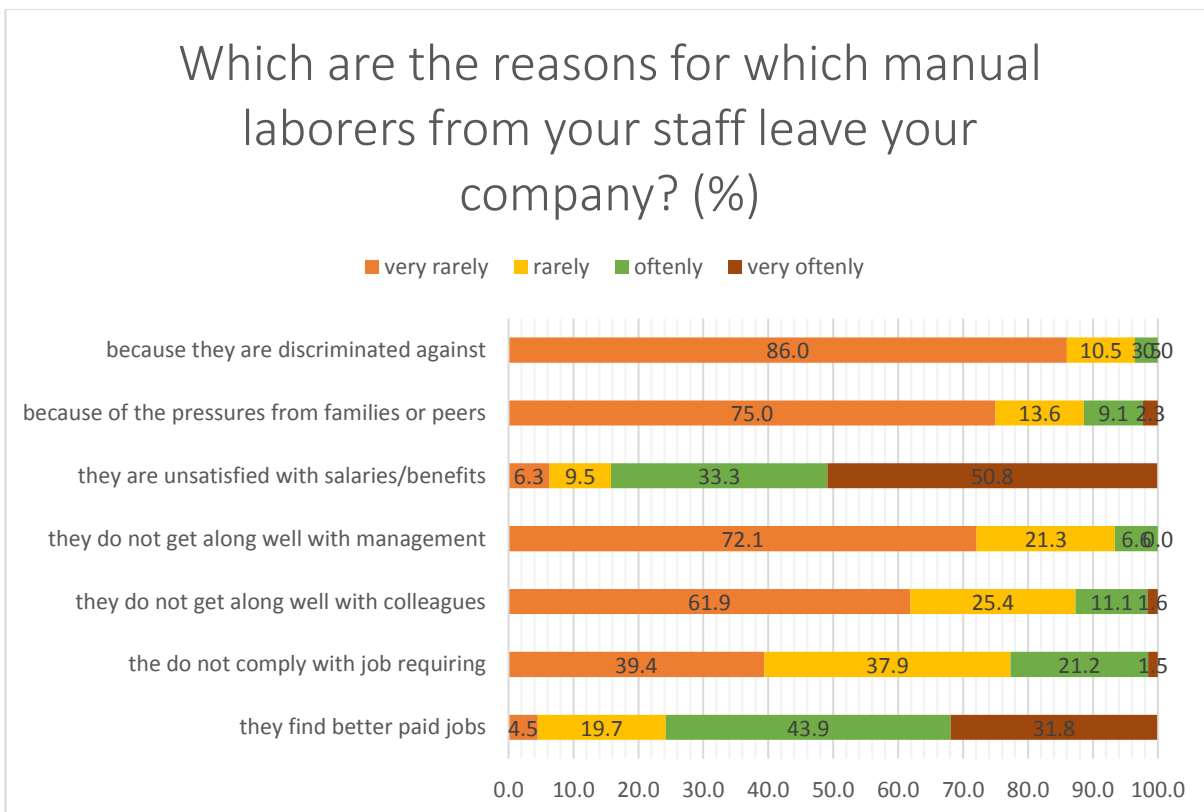
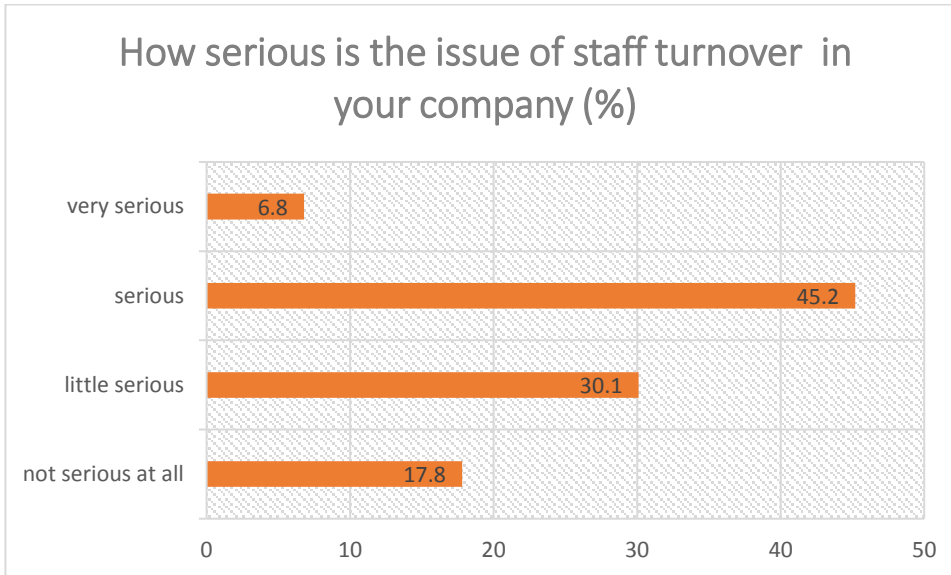
More than a half of the subjects consider the personnel fluctuation issue as critical. The number of those considering difficult the operating personnel's recruitment within the company is even higher (68.9%).

The main indication used to identify employees intending to leave the company is their level of involvement (commitment). In order to avoid this issue managers are frequently using consultancy or motivational conversations. Wages rising is seldom applied although they recognise that wage rising is the best solution.

In case of personnel leaving, only half of the subjects state that exit interviews are applied where all the topics included in the questionnaire are covered. The exit interview is most frequently applied by the direct supervisor of the leaving person or by the human resources manager. These interviews are, most of the times, hold face to face before leaving the company.

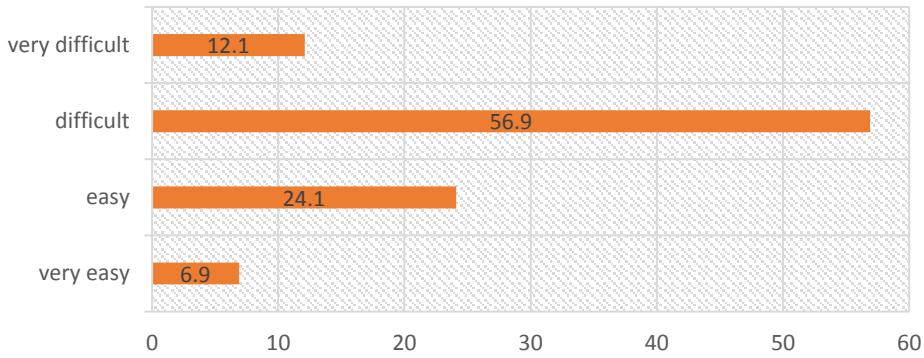


## Diagrams

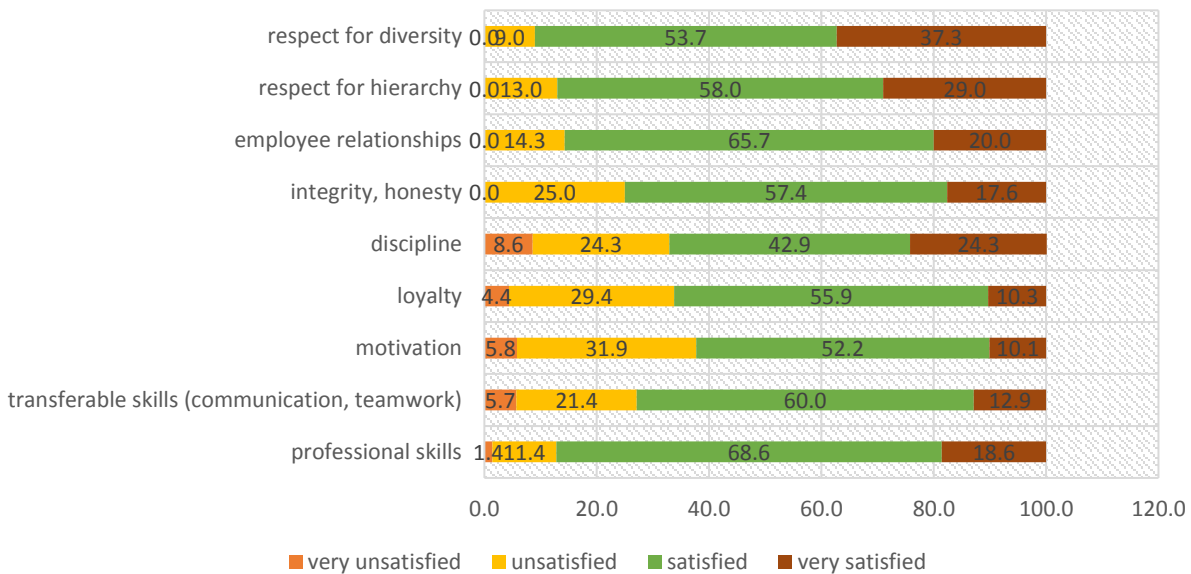




### In your opinion, how difficult is the recruitment of manual laborers in your company (%)

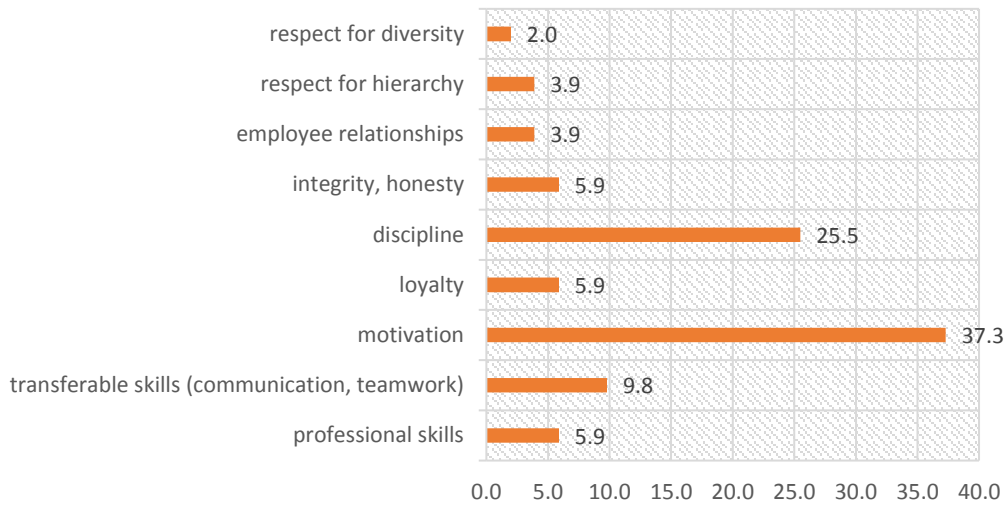


### How satisfied are with the following traits with respect to your companies laborers (%)

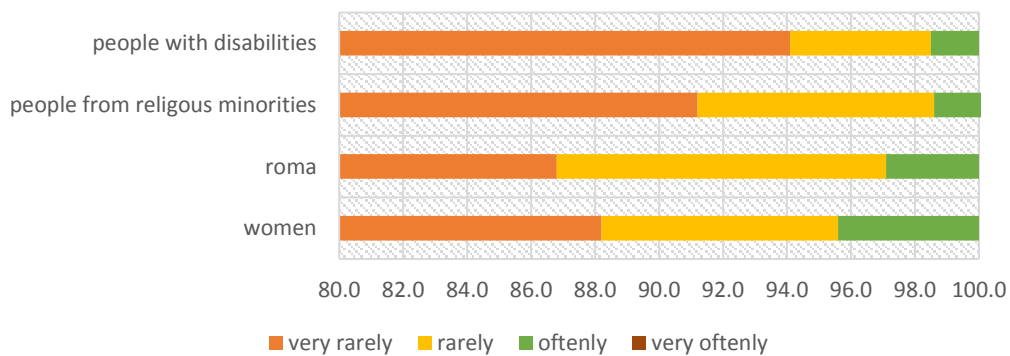




### Which of the aforementioned traits produces the least satisfaction (%)?

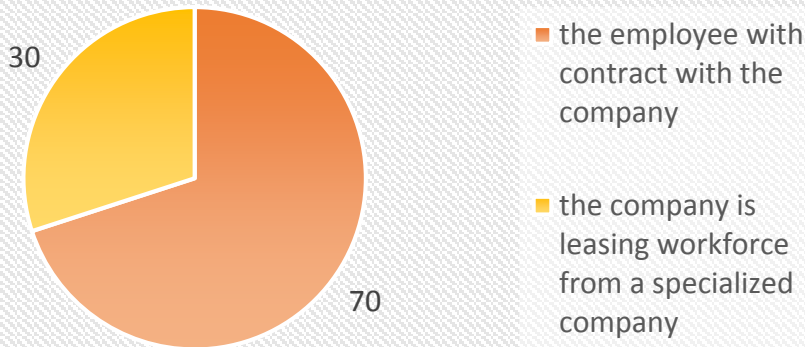


### In your opinion, in your company, are there situations in which people from the categories mentioned below may feel excluded, marginalized? (%)

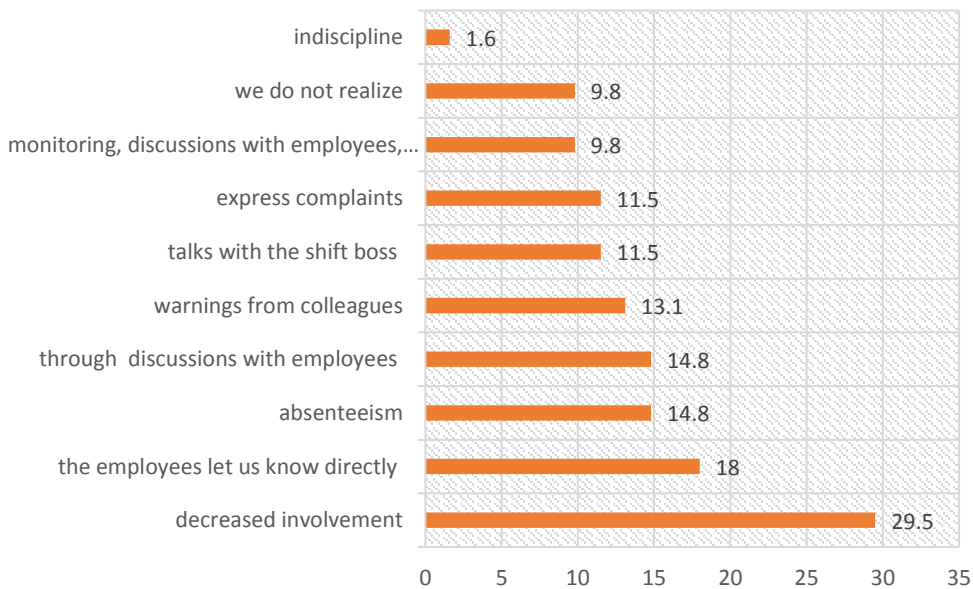




### What is the most used method for hiring laborers in the company (%)

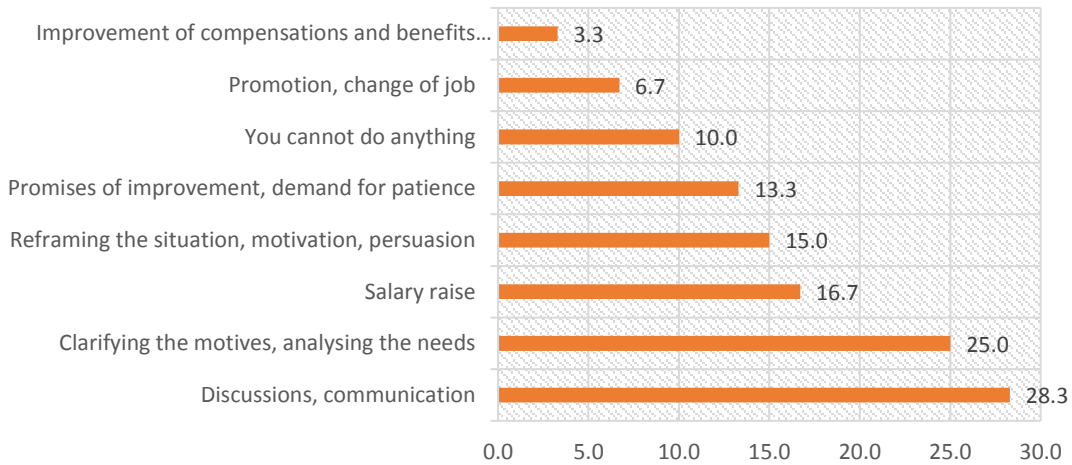


### What are the ways in which you identify the employees who intend to leave the company? (multiple open ended question, % din of answers)

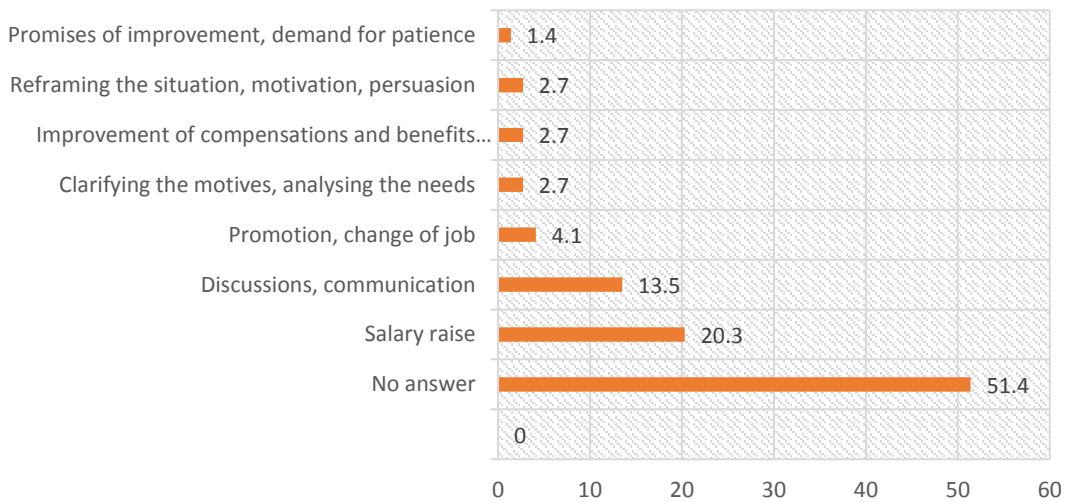




What are the ways in which you try to determine the employees who intend to leave the company to change their mind?(multiple open ended question, % din of answers)

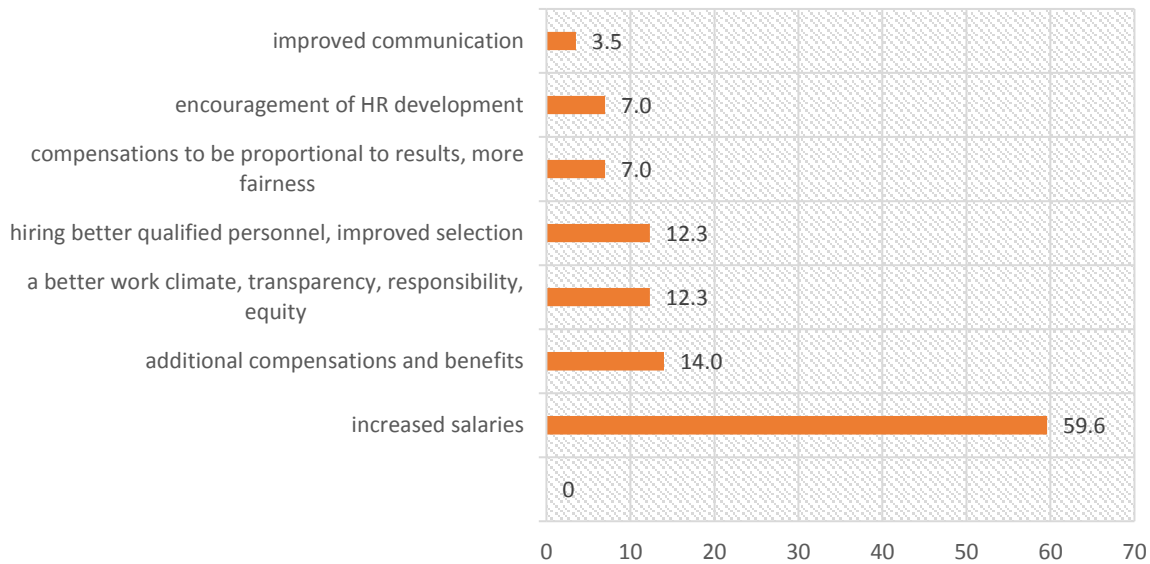


Which of these methods is most effective?(%)

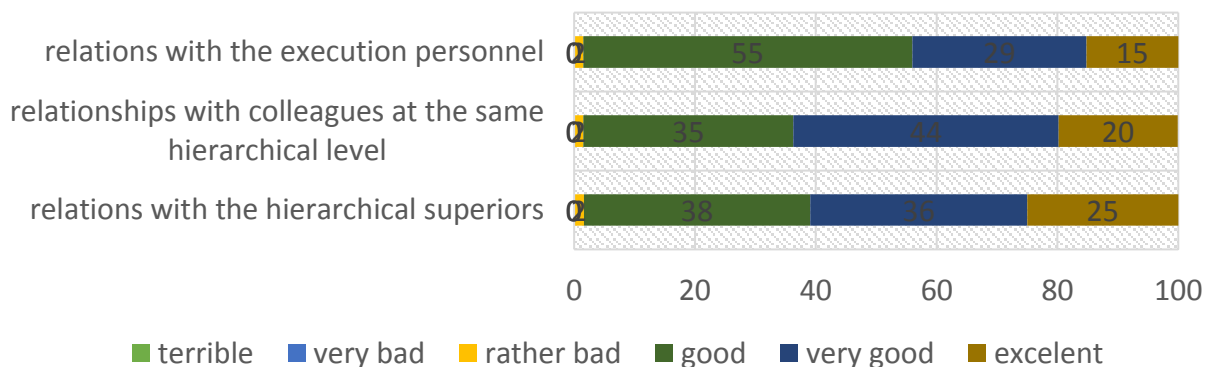




What should be done, in your opinion, for staff turnover to be significantly reduced in your company?  
(%)

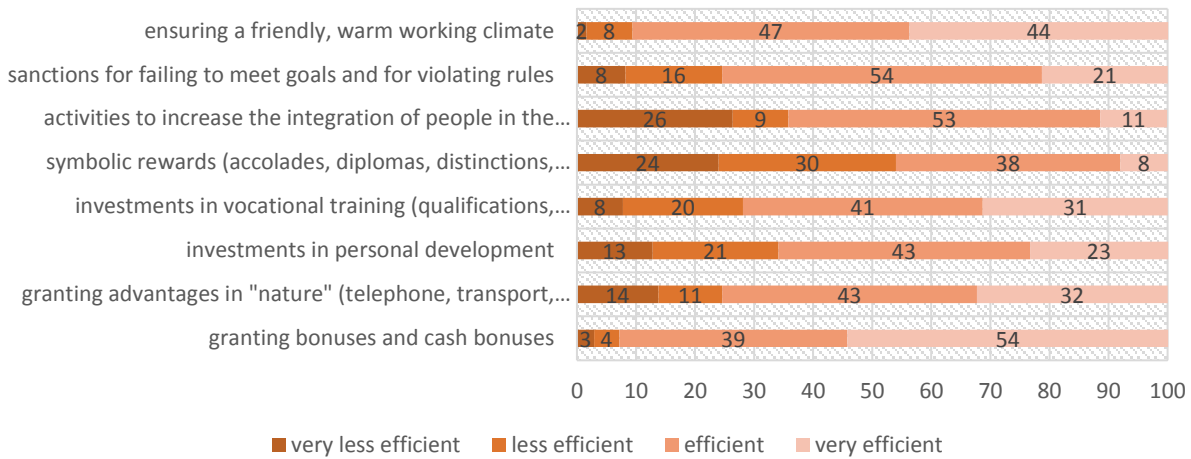


What would be your assessment of your relationships in the company (for each category the sum of negative answers is less than 2%) (%)

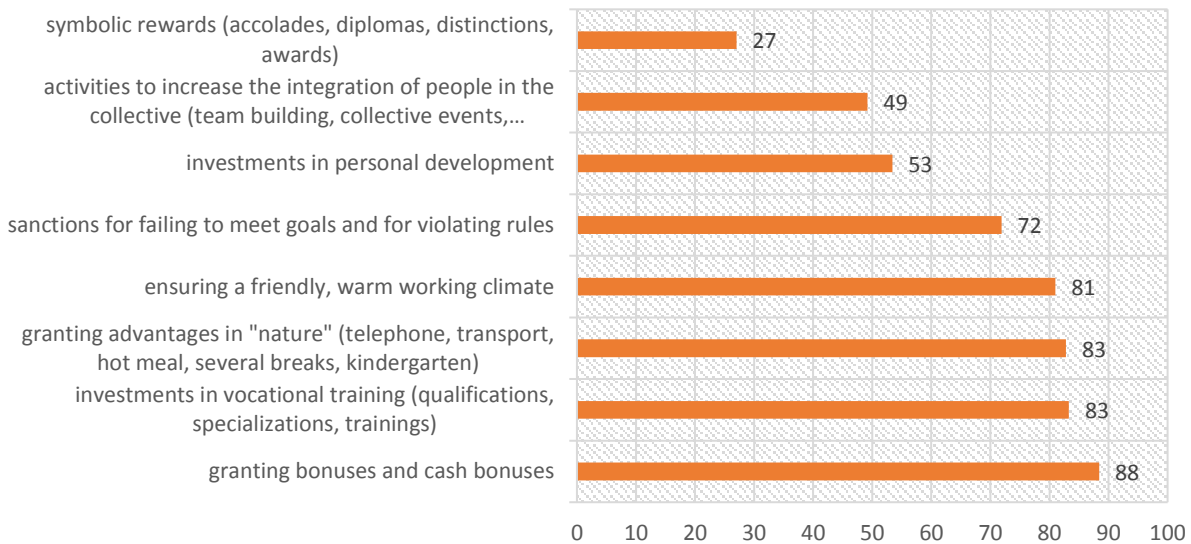




### Which of the following motivations are most effective in relation to the staff in the teams in your company? (%)



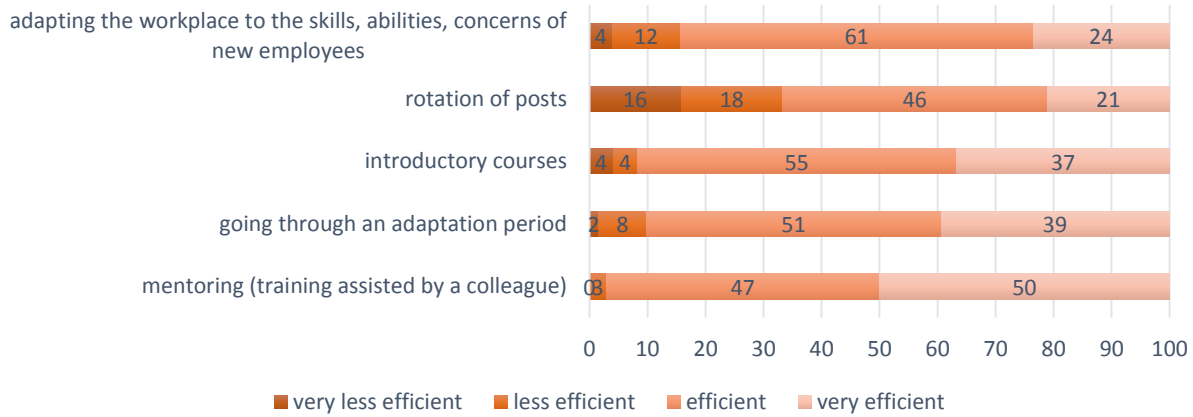
### Which of these motivational ways do you apply to your business? (% for yes)



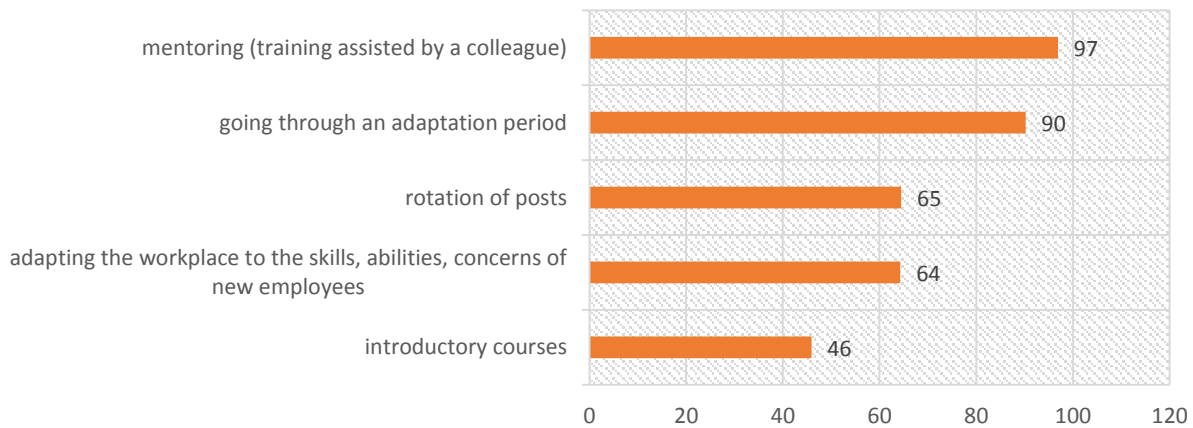




### How effective are the following ways of introducing / inducing new employees into the work teams of your company? (%)

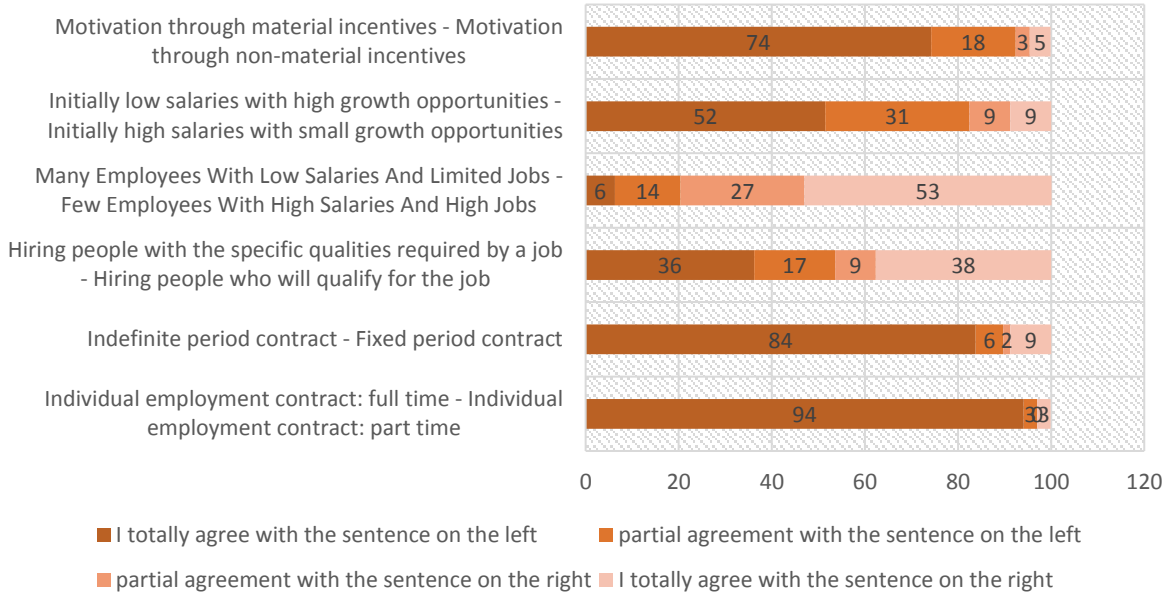


### Which of these techniques do you apply to your business? (% for yes)





## In your opinion, which of the following human resources policies are most effective in managing the personnel of your company? (%)

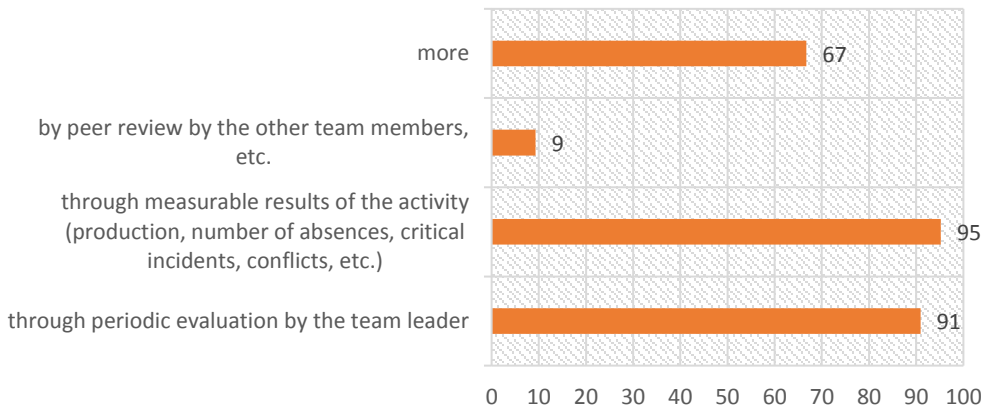


## How do you train the production staff at your company? (% for yes)

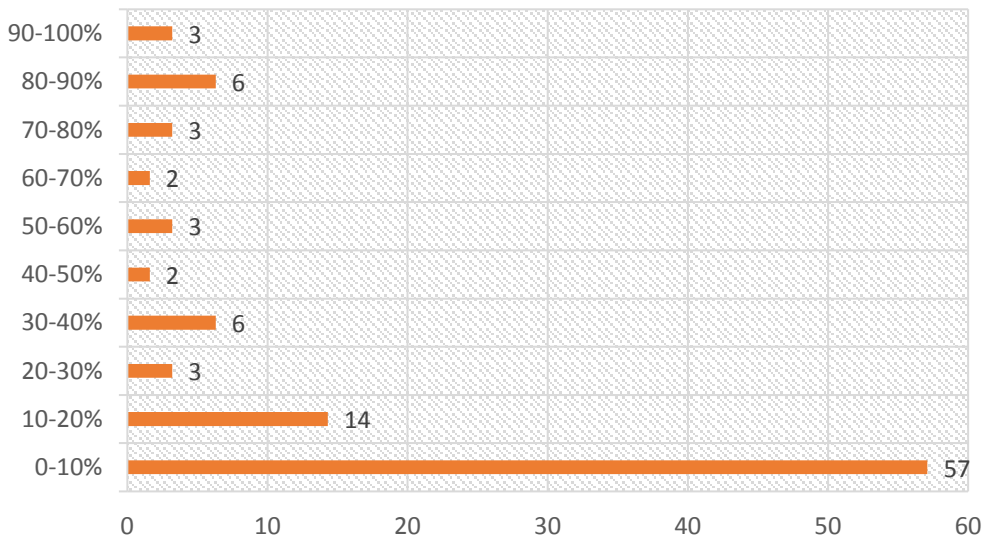




### How do you evaluate staffing of team workers in your organization? (% for yes)

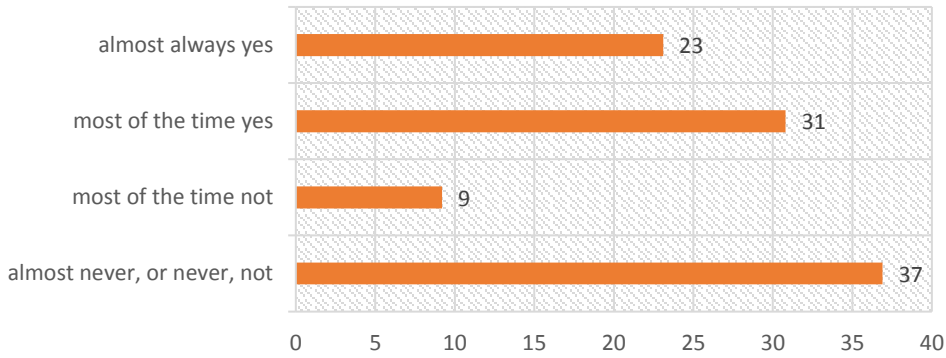


### How many of the employees in the workers teams in your company go through at least one training year in one year? (%)

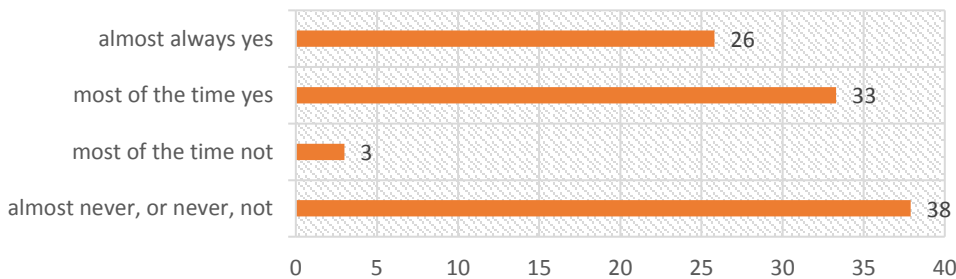




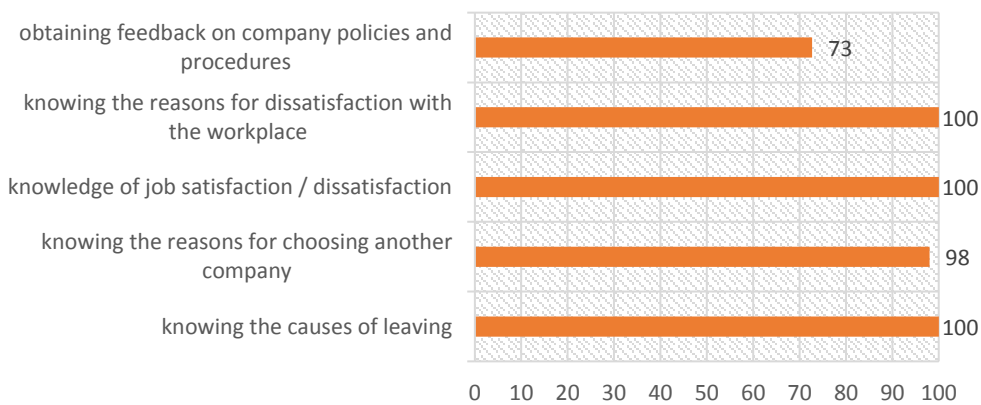
### Do you provide training certificates to employees who have been included in a training program? (%)



### Do you have exit interviews for employees who announce the decision to leave your organization? (%)

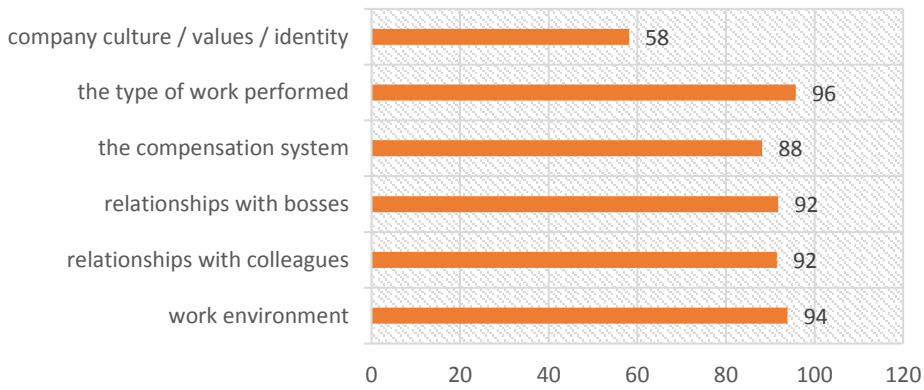


### What are the topics of the exit interviews you approach (% for yes)

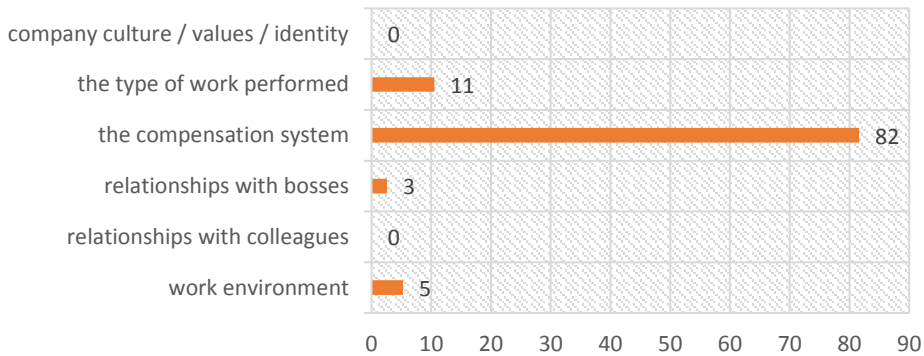




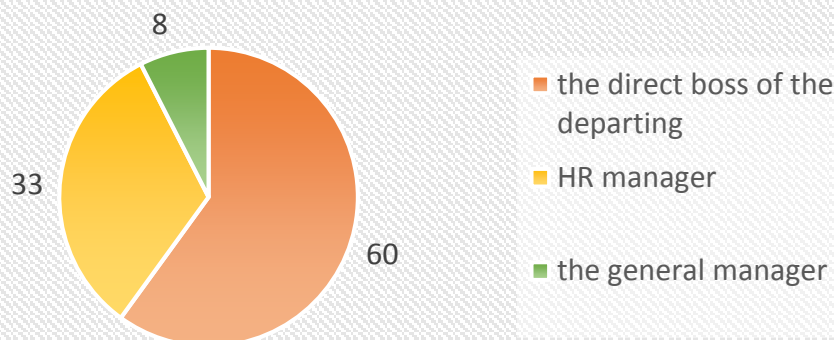
### What areas of company work do you address in the exit interview (% for yes)

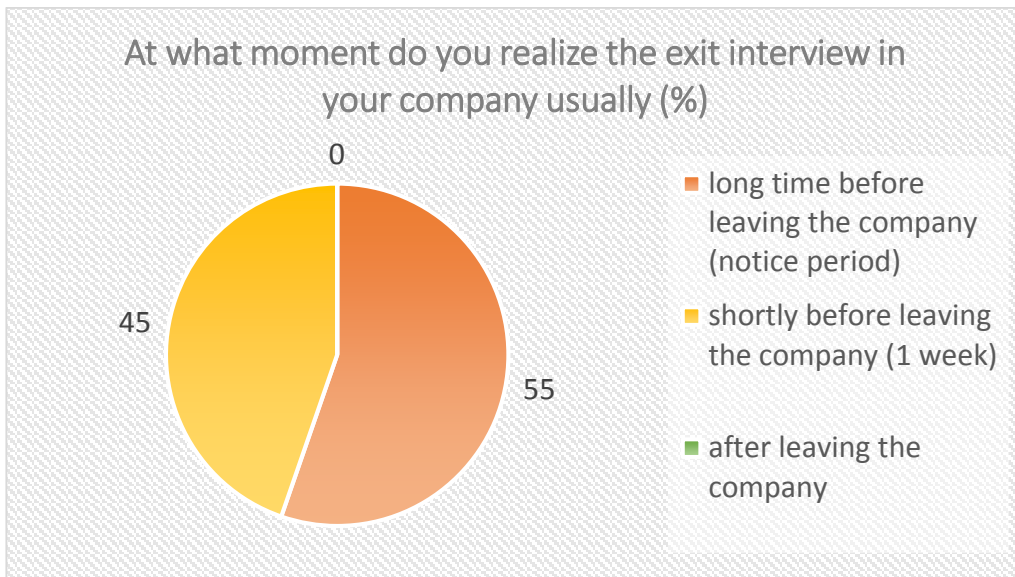


### From the experience of recent years, which of the above areas causes the most dissatisfaction? (%)



### Who conducts the exit interview usually when it is administered by its own staff? (%)





## Conclusions

During September – October 2019 two instruments were created, for human resources policies investigation in companies which are preponderantly employing unskilled manpower in operating positions on one hand, and for describing some psycho-sociological dimensions of integrating unskilled workers in operating positions, as to identify some predictors of job leaving risk.



The two instruments were employed to gather data by direct interviews at the workplace in two groups of subjects in ten companies of Bihor and Cluj Counties: middle management and human resources specialists on one hand and operating personnel on the other hand. The interviews occurred during November 2019 – January 2020. The two samples were of 74 and 216 persons respectively.

Four companies out of ten are from automotive wiring sector and represent 28.7% of the workers sample, the remaining (71%) being active in sanitation services, furniture or food industry. Managers' proportion is somehow inverted: 43 (58%) work in automotive wiring and only 42% in sanitation/furniture or food industry.

The workers sample include a majority of unskilled workers (79.6%), Roma (56%) aged between 20-49 years old (79%) who perform simple physical works at their jobs (83.8%), without having subordinates (93.2%), with high frequency of interactions at the workplace. The great workers' majority have favourable opinions about their workplace. The most important aspects in assessing the quality of a workplace are: the possibility of some days off in order to solve family problems, respect from management, paid leave, meal tickets beside wage and support from the company in difficult situations. Here we may notice a radical contradiction between employees and managers. While the managers are convinced that the fundamental aspect of their employees' motivation is the wage level, the interviewed workers assign a higher importance to days off, management respect, paid leave, etc. The wage, as the unskilled workers declare, is on the 6<sup>th</sup> rank as the source of satisfaction at work.

It is interesting that in all investigated psycho-sociological dimensions we have significant differences between companies.

Significant differences occur between Roma and other ethnicity workers (Romanian and Hungarian) as regarding the following dimensions:

- Affective commitment (low for Roma)
- Constant commitment (higher for Roma)
- Normative commitment (lower for Hungarian than in others)
- Autonomy (lower for Roma and Hungarian)
- Hard working appreciation score (higher for Roma)

Important differences between sectors are registered in the following dimensions:

- Affective commitment (low with wiring)
- Constant commitment (lower with wiring)
- Normative commitment (lower with wiring)
- Autonomy (lower in wiring)
- Independence appreciation (lower score for those in sanitation, food, furniture).

Among 7-10% of the questioned workers want to leave their current job. I have created an active job search scale according to the behavioural indicators: 11% of the workers displayed job search behaviour, but this characteristic is correlated neither with ethnicity nor with the sector of activity.



Modelling by multiple logistic regression of job search behaviour indicates the fact this is predicted by the following characteristics and attributes of the worker: age (30 years), affective commitment (negative), constant commitment (negative) and stress (negative). As we may simply say, the probability of searching for a new job is higher with younger, stressed workers, who do not feel attached to their jobs and who do not feel incapable of supporting the costs of leaving the current job. The regression models indicate clearly enough part of the solutions for the future interventions in order to lower personnel fluctuation:

- Identifying the persons at risk of leaving the job, by means of tests measuring the 3 characteristics (stress, affective and constant commitment);
- Investigating the factors determining higher levels of the 3 dimensions;
- Customised intervention depending on the results of the investigations.

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