

ASSESSMENT OF HUMAN POTENTIAL INCREASE BY STIMULATING THE DEGREE OF EMPLOYEES' LABOUR SATISFACTION

Olga SÂRBU, Cornel COȘER

State Agrarian University of Moldova, Chisinau
42 Mircești Street, MD-4209, Chisinau, Republic of Moldova, Emails: osarbu@uasm.md

Corresponding author: osarbu@uasm.md

Abstract

This paper aims to evaluate the increase reserves of the human potential use efficiency by quantifying increase of employees job satisfaction. This study is based on the assumption that the performance achieved by the entity are directly related to labour satisfaction. In order to achieve this investigation it was carried out the questioning of employees, by comparing the data obtained during two years. Presentation of the causes leading to the decrease in work satisfaction of staff may be considered by the entity leadership for the efficient management of human potential and the improvement of its performance.

Key words: factors of satisfaction, human potential, labour satisfaction

INTRODUCTION

In the current competitive environment, both nationally and internationally, significant increases were recorded no specially for entities that managed to develop technologies, but those who were concerned about human capital. Human resources is one of the most valuable investment of the entity and those who understood it were able to cope more easily with economic crises and other challenges.

Assessment process of work satisfaction of the staff is very important to the entity and has a great influence on economic and social activity, with direct repercussions on increasing the efficiency and productivity of work and the results of the company.

Work satisfaction of the employee is resulting from personal opinion on working conditions, salary and other material benefits, career promotion, conditions to improve, the climate in the collective, organizational policy and it is important for the development of each individual, leading to the realization of ideals, enriching personality, diversification of interests, enhancing skills. Studies have shown a direct link between company performance and employee job satisfaction, at the same time, the dissatisfaction contribute to the increase of absence, symptoms of fatigue,

tense psychological states (Zamfir, 1980) [5]. Motivating people is an aspect that deserves all the specialists in sociology attention, being a phenomenon of real importance for the society we live in and especially for the future of education (Horoiaș, 2015) [2].

Job satisfaction is an indicator of motivation, of how effective or ineffective implementation it is. At the same time, motivation and satisfaction appear in a dual capacity as cause and effect. Motivation is the cause and the satisfaction is a final state. Both motivation and satisfaction are reported on business performance that they can influence either positively or negatively. This study aims to identify directions for increasing the efficiency of human potential use by stimulating employees degree of satisfaction. Setting of targets is also a good enough technique, however participation systems in taking decisions and re-design of position have proved to be the least efficient as regards improvement of productivity (Condei, 2012) [1].

The success of organizations in activities largely depends on its human resources. One of the strengths of motivational policy adopted by managers is knowing the real reasons of the employees (Iliciuc, 2016) [3].

MATERIALS AND METHODS

To achieve the objective set, there was used method of questioning. The study was conducted in several stages: determining the size and structure of the sample, the questionnaire, collecting and analyzing responses. The questionnaire aims to bring to the fore the factors and conditions that contribute to increased employee satisfaction. Investigation was carried out in the faculty "Economics" within SAUM. 95 people attended the investigation from all faculty structures, but mainly teachers were involved. Applied questionnaire was used in the research conducted in the academic year 2015-2016. Review questions were referred to the following conditions: cooperation, labor, social, training, remuneration. Responses were coded on an ordinal scale with three steps: satisfied, partly satisfied, dissatisfied. In assessing responses to questions, it should tick the "Satisfied" option indicating the highest degree of satisfaction and appreciation of the work. Respondents also had the opportunity to mention what improvements are needed for the work under optimal conditions, comments and suggestions for the university and for other comments. To study the change of the degree of employee satisfaction the obtained results were compared with ones of the previous year.

RESULTS AND DISCUSSIONS

Job satisfaction can be analyzed in several dimensions: *economic, related to work, psychosocial* (Rotaru, 2007) [4]. The first two dimensions of satisfaction have individual effects, and psychosocial dimension is extending to the entire community, indicating the need to pay particular attention. Conditions that can contribute to increasing job satisfaction are: choice of profession and employment by skills and inclinations, improving the physical and aesthetics conditions of the workplace, awareness of social utility of work, professionalism, participation in solving problems of the work group, organization, improve of interpersonal relationships, work climate by developing

positive relationships, collegiality and friendship among the working group members. Factors leading to obtain satisfaction at work are: work viewed as a set of activities, the opportunity to learn and possess well an activity, remuneration of all its forms, promotions or professional development opportunities, recognition of good results, social benefits, working conditions, management style, reputation and importance of the firm

(Table 1).

Data analysis shows that out of 95 respondents surveyed 69.5% were female, respectively, 30.5% were men. Most interviewees aged 36-50 years (61.1%). All departments are represented in the sample, given a positive correlation between the size of the department in terms of staff and their presentation in the sample.

Table 1. Characteristics according to age and gender of the contingent subject to investigation

Indicators	Gender		Age categories				
	female	male	18-25	26-35	36-50	51-60	over 60
number of persons	66	29	1	17	58	13	6
share, %	69.5	30.5	1.0	17.9	61.1	13.7	6.3

Through questioning it was pursued assessing conditions of cooperation, labor, social, training, remuneration existing within the faculty, but also satisfaction of those conditions. However, it has documented the wishes, what improvements are necessary to carry out properly.

Problem relating to the terms of cooperation concerns relations between employees, between bosses and subordinates, receptivity of the management team to the proposals of employees, communication within the organization .

For cooperation conditions are satisfied 51.8%, 37.6% are partially satisfied and 10.6% are dissatisfied. The best cooperation conditions are *boss-subordinates* and *between employees* where the share of *satisfied* exceeds 60%.

Receptivity of the management to the

proposals of employees is appreciated by employees as *satisfied* and *partially satisfied* by more than 86% of respondents.

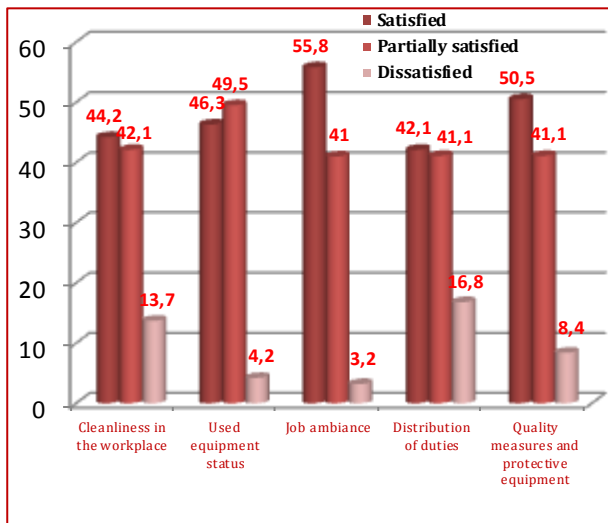


Fig. 1. The results of investigation on working conditions in the institution,%, 2015-2016 academic year

According to the results of the communication framework within institution there are *satisfied* and *partially satisfied* respectively 46.3% and 44.2%. So on the cooperation conditions within the faculty are satisfied 89.4%, which also highlights a positive organizational climate and a very good collaborative work.

Aspects of the assessment of working conditions (Figure 1) were related to cleanliness in the workplace, used equipment condition, job ambience, distributing and sharing duties, quality measures and protective equipment against the risks to which employees are exposed. According to data 47.8% of respondents are *satisfied* with working conditions and 42.9% - *partially satisfied*, while the share of *dissatisfied* is 9.3%. In particular, workplace environment is positive characterized by the 55.8% of respondents that are *satisfied* and 41% - *partially satisfied*. From the respondents' answers it is shown that of the state of used equipment, cleanliness at work employees are satisfied. These results show that the organization is able to provide satisfactory working conditions so as not to discomfort the employees and it complies with legislative standards on working conditions.

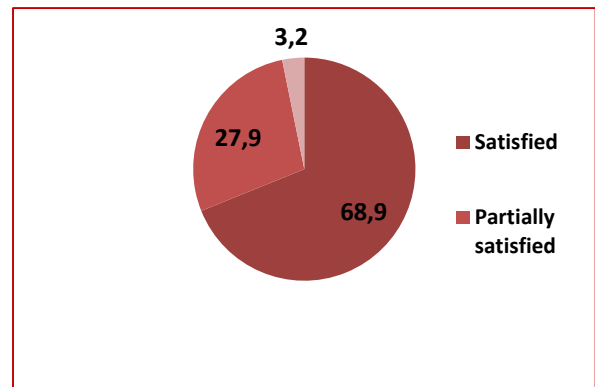


Fig. 2. The results of investigation on social conditions in the institution,%, 2015-2016 academic year

Social conditions (Figure 2) were less highlighted in questioned, resuming to the appreciation of the work program and the granting holidays. In this context practically all staff is satisfied with the agreed work program and only 5% are *dissatisfied* with the timing and manner of granting the holidays.

Assessing conditions training (Figure 3) reflects whether the institution creates the opportunity to advance and create a career as expected of employees.

The questionnaire included aspects of frequency of participation in training/staff development courses, information manner on staff development, quality and usefulness of trainings and courses of professional development, opportunities for internal development and promotion. As our results show 43.2% of respondents are *partially satisfied* with their training offered by the institution and 40% - *satisfied*. However, compared to the issues discussed above, at this chapter it increases the number of the *dissatisfied* up to 15.8%.

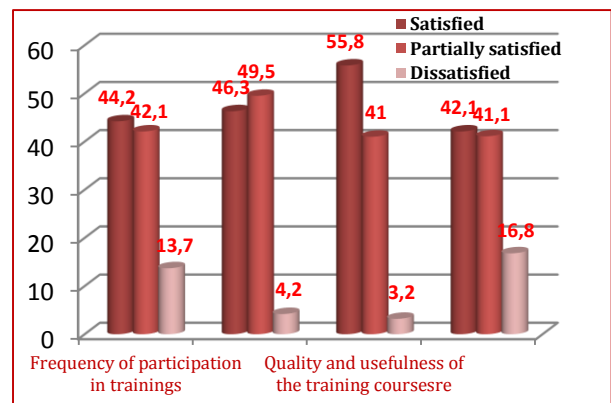


Fig. 3. The results of investigation on training conditions in institution, %, 2015-2016 academic year

In particular, respondents are *dissatisfied* with the way of information on staff development, where their share increased to 20%. Quality and usefulness of trainings and professional development courses also created dissatisfaction to 14.7% of respondents. 11.6% of respondents are not satisfied with frequency of participation in training/staff development courses.

Generalizing the results - training conditions are not paid the required attention in the institution. The institution should be more actively involved in the conclusion of contracts of collaboration with similar institutions abroad, invite experts from prestigious institutions to create greater opportunities for training and career growth of employees.

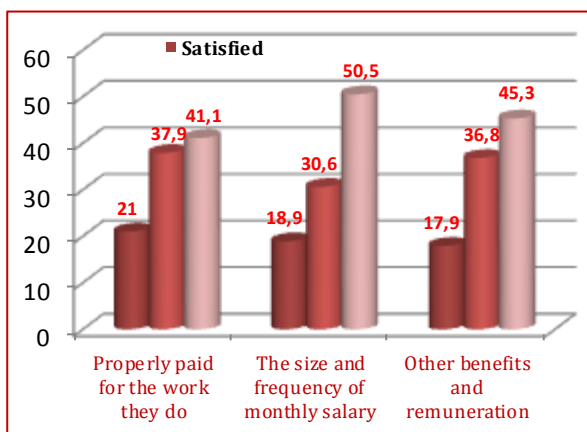


Fig. 4. The results of investigation on remuneration conditions in institution, %, 2015-2016 academic year

An important aspect that reflects job satisfaction is linked to conditions of remuneration (Figure 4). In this section 45.6% of respondents are *dissatisfied*, 48.4% - *partially satisfied* and only 19.3% - *satisfied*. In particular employees are dissatisfied (50.5%) with the size and frequency of monthly salary, that are not paid properly for the work they do (41.1%) and that basically there are no other benefits and payments in addition to salary (45.3%). From the results it is seen that there is no a wage satisfaction to the subjects investigated, there is no fairly rewards between employees remuneration and their aspirations, which may create tensions and lack of interest in the work done. Total lack of incentives and other payments made to

employees to just come to work but its quality is not interesting to them. At the end of the survey respondents were able to express their opinion with regard to some aspects that would contribute to increase satisfaction at work. In the case of exposure of opinions regarding the improvement of conditions for normal activity of the employee, the proposals relate to the following: less bureaucracy; organizing training courses; salary increase; opportunities to do internships in production; increasing the quality of infrastructure; heating, lighting, repair and normal equipment of medical points, windows; increasing insurance of departments with projectors, notebooks, scanners; equipping with modern equipment: interactive whiteboards, ways to conduct conferences, online lessons; creating conditions for free internet access in all classrooms; providing monthly office supplies; ensuring qualitative conditions for making lunch in the faculty; timely payment of wages (up to 5th of the following month).

As for suggestions for university management, the respondents reported: reducing norm of auditory hours; increasing competitiveness of managerial staff; creation of a pleasant working ambience; responsiveness from management.

CONCLUSIONS

The survey with included similar items was conducted in the previous year too. To identify the institution's effort to increase the level of employee satisfaction, the results were compared and the following general conclusions were made: considering the overall results, we can mention easily maintained and emphasized positive appreciation by the employees on the work conducted in the faculty; the results were slightly higher than those recorded in the survey for the academic year 2013/2014. The number of areas with *satisfied* increased, with *partially satisfied* reduced, with *dissatisfied* remained at the same level; for most areas studied (the only exception is remuneration conditions) the first two categories (*satisfied*, *partially satisfied*) account for about 90%. The most popular fields as a source of

satisfaction for SAUM employees are social conditions, 96.8% of responses in first two categories, work conditions, 90.7% of responses in first two categories; cooperation - 89.4% of responses in first two categories. In the case of training conditions 84.2% of responses were in first two categories, and in the case of wages only 54.4%; *totally dissatisfied* are about 10% of respondents, in majority of cases the most important exception being remuneration conditions, with a percentage of 45.6%, which is 0.9 percentage point lower compared to the previous year.

From the above we can highlight some proposals: creating a motivational policy with long-term goals for employees and institution; rigorous analysis of the needs of employees and their correlation with the remuneration system; creating conditions for professional training in order to foster innovation and creativity in the workplace; establishing clear rules to career advancement opportunities. So in order to ensure an effective management of the institution it is necessary to find a balance between employee satisfaction and company performance.

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