The Problem of Human Resource Performance in the Workplace

PIRVU (MAZILESCU) Ionica-Diana

[1]*PhD student, Faculty of Economics, Valahia University, Târgovişte, România, e-mail:*

Abstract: *Performance represents the degree of accomplishment of the tasks that define the position occupied by an employee. It refers to the contribution that employees make to meeting the goals of the organization. Work performance is the direct result of the employee's effort, influenced by his abilities and by the perception (understanding) of his tasks. Therefore, the performance can be seen as being closely related to the effort made by the employee, his abilities, the perception of the place and role of the position or within the organization.*
Keywords: *performance, motivation.*
JEL Classification*: Z1*

I.   Introduction

Performance in cultural institutions and its consequences on human resources

Cole (1993) proposes the following definition of motivation: "motivation is the process in which people choose between alternative modes of behavior in order to achieve their personal goals." Exercising choice is not just a rational process, so one that is significantly affected by emotions and mentality. Individual goals can be relatively tangible, such as material rewards or promotion, or intangible, such as self-respect or job satisfaction. *(Armstrong, M., 2003 ,, Bucharest, p.16)*

Rewards available to an individual are generally classified into two categories:

intrinsic and extrinsic. Because motivation as such is a personal experience, managers, in particular, are very interested in discovering links between individual motivation and actual performance. They are also interested in creating the conditions under which organizational and personal goals can be amortized, and performance thus ensured.

In conclusion, motivation can be described as a behavior caused by certain stimuli, but directed towards a desired purpose, that of performance.

Fig. 1. *The basic motivational model*
(source: Botez, V. (2015), The impact of the motivation policy on the satisfaction and the performance of the human resource in organizations, Politehnica Publishing, Timişoara, p.29)

In close connection with the issue of motivating human resources in organizations, further clarifications need to be made. The policy of motivating the human resource involves the application of a system of incentive / reward means for adopting an appropriate behavior in the organizational context, correlated with the organization's objectives for competitiveness, but which will lead, at the same time, to the personal objectives of each creative individual.

The reward system comprises the intrinsic rewards that derive from the individual's own experience and the extrinsic ones, being those conferred by another person. An intrinsic reward would be, for example, the feeling of achievement or self-respect; an extrinsic reward could be an increase in salary or professional promotion (the intrinsic rewards are those that derive from the individual's own experience, and the extrinsic ones are those conferred by another person). The reward system has previously been dealt with in terms of creative personnel of cultural organizations. *(Amabile, T., Kramer, S. (2013), Bucharest, p.89)*

What is important to keep in mind, however, is that the motivation strategy involves establishing a reward system, available at the organizational level. Rewarding the human resource aims to ensure consistent,

fair and motivating financial and non-financial rewards. Without going into details, it should be remembered that such a system:
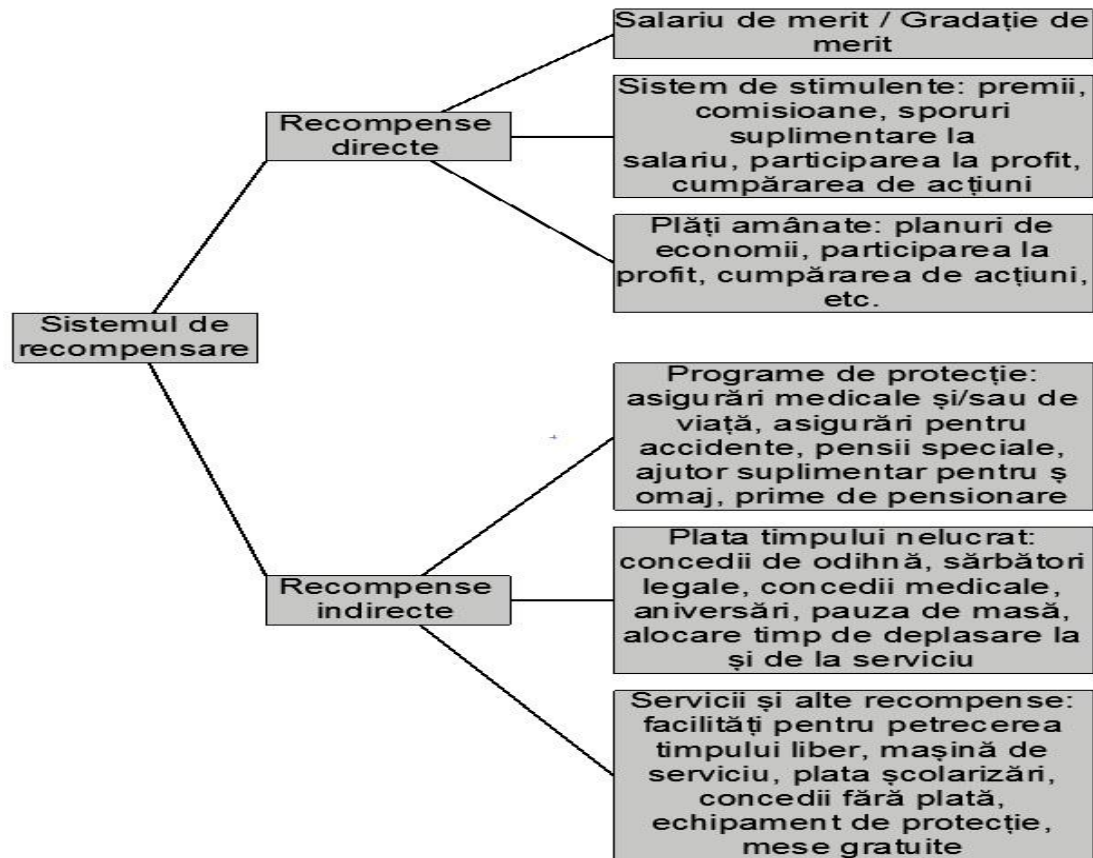

Fig. 2. *The basic typology of rewards*
(source: Tripon, C. (2013), The Management of Human Resorces, Edit. Tritonic, Cluj-Napoca, p.46)

Determinants of workplace performance
1. Satisfaction with the work place of the creative staff

Employee satisfaction with the workplace is a widely debated topic in the specialized literature of the last 75 years.

Mounihan and Pandey are launching the idea that employees are aware of their own level of job satisfaction and are also consciously expressing it. Even if the means of communication are varied (for example, it is directed to management, or through trade unions or other third parties), the management of the organization, as they show, cannot claim to have access to this information. *(Adler, N. 2010, Harvard, p. 110)*

From the beginning, the low job satisfaction was analyzed in relation to the employee's performance, this relationship being analyzed from the most varied perspectives: direct, mediated, moderate or univocal. *(Barrett, R. 2014), article available at the source:https://www.valuescentre.com/sites/default/files/uploads/2010-07-06/The%20Importance%20of%20Values.pdf*

If at first the problems addressed were simpler, such as those related to the level of fatigue, with the passage of time the researchers understand that studying and understanding employee satisfaction is not only important at the microeconomic level, but also at the macroeconomic level. Thus, Clark argues that deepening knowledge at this level could lead to a better understanding of the labor market. The author shows that employee satisfaction has always been conceptualized as a personal, subjective state of well-being. From his studies it is concluded that satisfaction is, without doubt, a concept of a subjective nature, which is formed in relation to the level of intellectual stimulation assumed by the workplace, with the salary level of the individual employee but also with the level of remuneration of the other employees.*(Mahapatro, B.B. 2010, New Delhi, p. 34)*

Another equally important conclusion is that the researchers almost unanimously consider that employee satisfaction is a predictor of future behaviors: absenteeism, the probability of changing jobs, the level of performance at the current workplace, etc.

The researchers suggested that perceptions about the organizational climate are positively associated with a number of positive outcomes at the individual level, as well as at the organizational level, among which job satisfaction.

The causal link between organizational climate and job satisfaction has been investigated and validated in several studies. Following them, it turned out that overall job satisfaction is a mediating factor between organizational climate and productivity. Therefore, overall job satisfaction is a consequence of building a good organizational climate. *(Baptism, V. 2015, Timisoara, p.52)*

The link between organizational climate and job satisfaction is a dynamic one that is influenced by the dimensions of the two constructs.

Satisfaction at the workplace thus has several dimensions: the satisfaction generated by the work itself; salaries, recognition of merits by superiors and colleagues, relationships with superiors and colleagues or organizational culture. Starting from these dimensions, job satisfaction can be considered both a cognitive component (for example, the level of wages) and an affective component (for example, the recognition of merits*). (ibid. p. 53)*

Job satisfaction depends on both the individual characteristics of the human resource and the characteristics of the job. Between job satisfaction and performance, there is a connection in that the failure to reach a high level of satisfaction by the employees will cause dysfunctionalities in obtaining work performance, with implications on staff absenteeism and fluctuation.

Organizations with a high level of staff turnover will experience losses as a result of decreased productivity and increased time allocated to training new employees.

The prevention of this fluctuation phenomenon can be achieved through a careful selection of the personnel on the job, through a better work organization, a better professional orientation of the employees and through a fair remuneration system.

Clark focuses on two elements, essentially cognitive, but with affective influences:

a) own salary level and related to that of the reference social group;

b) general job satisfaction;

Other authors conclude that, ultimately, employee satisfaction with the workplace results from reporting what he receives from the organization to his expectations, but without detailing what aspects may relate to the employee's expectations, and how exactly they might be. rated it to form their satisfaction. *(Lefter, V., Manolescu, A., Chivu, I. 1995, Bucharest, p.67)*

The idea that overall satisfaction contributes a number of five areas (1. professional fulfillment 2. recognition of merits 3. level of responsibility 4. understanding of the importance of the work performed 5. opportunity for advancement) is a common one in the specialized literature. Some authors also identify five dimensions of satisfaction:

1) salary

2) relationships with colleagues

3) the relationship with the superiors

4) the possibilities of promotion

5) general working conditions *(Nduka, O. 2016) article available at the source:*
https://www.theseus.fi/bitstream/handle/10024/120824/Employee%20motivation%20and%20performance.pdf?sequence=1

In the context chosen for analysis, all 5 areas mentioned above contribute to staff satisfaction, and the importance of satisfaction, either from the perspective of dimensions or from the areas previously addressed, is important especially due to the limited budgets most often benefited by the institutions. culture.

Therefore, in the absence of adequate funding most often, obtaining satisfaction through other means (professional fulfillment, recognition of merits, etc.) becomes an extremely important coordinate on which managers must insist, whether we are talking about cultural institutions based on a high contribution of the specific creative staff, of the show, whether we are talking about cultural institutions whose creative staff is largely summarized at the marketing department, institutions for disseminating cultural information.

2. The collective efficiency (the case of the teams)

Effectiveness is a person's beliefs about their own abilities to perform certain activities in order to achieve the proposed goals. When we talk about efficiency we are talking about: individual and collective effectiveness.

For the present research, it is of interest how the collective effectiveness is perceived among the cultural organization. It is perceived as a determinant of performance in the workplace, because cultural organizations are particularly perceived as training organizations.

As a result, in the field of training, a managerial challenge is the identification of the ways in which the organizations contribute to the training of the personnel (in this case the creative one). Similar to the educational

ones, they present values that have the role of influencing the "learners" achievements in the hope that, once properly trained, they will deliver quality cultural products and services. *(Nițu, F. 2007, Bucharest, p.77)*

The managers thus become true "teachers", who must stimulate and motivate a high level of learning that will lead to more efficient practices in the cultural organization.

As in the case of educational institutions, in cultural institutions, the creative staff will be predisposed to mistakes in the desire to experiment and to broaden their knowledge and expertise, in the desire to offer new cultural products and services. The role of the community in this regard becomes essential as it reduces the risks of possible errors, thus increasing the level of effectiveness among the cultural organizations that operate in solid teams.

Thus, from the perspective of the training role of cultural organizations, the collective effectiveness will also refer to the common perceptions of the "trainers" within the groups, according to which the cultural organization can plan and execute the actions necessary to generate a positive effect on the other members. *(Adler, N. 2010, Harvard, p.90)*

If these trainers have a high perception of the collective capacity of the training organization, they consider that high expectations are generated regarding the activity they carry out, thus making high efforts to achieve success.

3. Compatibility of employee-cultural intuition

Employee-organization compatibility refers to the existence of a matching mechanism between the individual values of the employee and the organizational values of the employer. *(Corboș, R-A, Popescu R-I 2013, Bucharest, p.12)*

Chiristensen and Wright have shown that public service motivation significantly influences the acceptance of a position in which the employee interacts with the clients of the organization and also a job in which the logic of the service is dominant. The same authors have shown that the salary level tends to have a lower influence in choosing a job in the public sector than in accepting one in the private sector. Cultural organizations, mostly financed from public money, align with these views, as perhaps most of all, employees of cultural organizations are most interested in non-material satisfaction among those who choose to work in institutions (usually). public. *(Corboș, R-A, Popescu R-I 2013, Bucharest, p.12)*

Compatibility in this case has two perspectives:
1) compatibility between the employee and the job occupied;
2) compatibility between the employee and the organization as a whole. *(ibid. p.54-55)*

II. Conclusions

The cultural organizations will focus on the compatibility between the employee and the organization as a whole, as they are always seeking to develop their human capital. This approach is part of a relational approach, which aims at long-term mutually beneficial relationships between two parties. The expectations of both parties will extend beyond the contractual relationship: the tasks and tasks of the employee are such that they can not always be verbalized and stipulated in the job description, but the employee has expectations regarding the additional reward of his results.

This is why recruitment processes are becoming extremely important in this case, they tend to attach greater importance to the level of personality and values, to the detriment of knowledge and skills. When this happens, the field research has revealed that the maximum results are given if several conditions are met simultaneously:

- the employee possesses attributes similar to the organizational ones and those of the other employees, which will allow them to work together. In choosing the workplace, individuals will seek to identify organizations with which they identify or meet people with whom they identify, at the level of personality and values.
- the employee possesses complementary attributes to the attributes of the organization, its role being precisely to fill the deficit at the organizational attributes level. This condition is the reason of the organization in choosing the employees;
- the organization needs and manifests a request for the specific attributes of the employee;
- the employee finds in the organization elements that satisfy his wishes, needs and preferences

Bibliography

[1]. Adler, N. (2010), Cross Cultural management, Edit. Business Press Books, Harvard,, p.90, p.110
[2]. Amabile, T., Kramer, S. (2013), The principle of progress, Edit. Publica, Bucharest, p.89
[3]. Armstrong, M. (2003), Human Resource Management, Edit. Codecs, Bucharest, p.16
[4]. Barrett, R. (2014), The Importance of Values in Building a High Performance Culture, article available at source: https://www.valuescentre.com/sites/default/files/uploads/2010-07-06/ The% 20Importance% 20of% 20Values.pdf
[5]. Botez, V. (2015), The impact of the motivation policy on the satisfaction and performance of the human resource in organizations, Edit. Politehnica, Timisoara, p.52, p.54

[6].   Corboş, R-A, Popescu R-I (2013), Competitiveness of cultural organizations in the context of urban development, Edit. ASE, Bucharest, p.12
[7].   Lefter, V., Manolescu, A., Chivu, I. (1995), Human resources management, Economic Publishing House, Bucharest, p.67
[8].   Mahapatro, B.B. (2010), Human Resource Management, Edit. New Age International Publishers, New Delhi, p. 34
[9].   Nduka, O. (2016), Employee Motivation and Performance, article available at the source:
[10].   https://www.theseus.fi/bitstream/handle/10024/120824/Employee%20motivation%20and%20performance.pdf?sequence=1
[11].   Niţu, F. (2007), In search of organizational sustainability, Edit. Anima, Bucureşti, p.77