



North-Western Romania Operating Personnel Labour, Training, Attitude and Motivation Variations as of February 2020 – December 2020

Updated 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

This report presents the results of the surveys conducted by HEKS/EPER Romania's operators in companies from Cluj and Bihor Counties during November 2019-January 2020 and October-December 2020, applying tools prepared by Adrian Hatos (SC Praxis SRL) on the basis of Agreement Number 32 of 23rd of September 2019.

The aim of the analyses in this report is to assess the impact of the activities at companies level, as involved in "Promoting non-discrimination in social housing and post-employment for Roma — HOPE" project, by comparing different parameters of employees' attitude with work, satisfaction and commitment, as measured before and after the intervention.

The report has two parts: the first part presents the comparison of employees' survey results and the second part presents the comparison of managers and human resources specialists' surveys results from the concerned companies.

Main findings: comparisons of the core characteristics before and after intervention (February 2020 vs. December 2020)

As comparing with sample structure of the first interview, the second interview has the following changes:

- The subjects' absence from one of the companies of the first interview (G Company), lead to the removal of data corresponding to this company from further comparisons
- Higher percentage of employees in automotive wiring
- Women higher percentage
- Unchanged distributions on ethnicity, level of qualification
- Much higher percentage of those in 40-59 age group and lower in 20-29 age group
- Changed percentage of those who graduated upper secondary school (increasing) than of those who graduated mandatory secondary education (lowering)
- Average seniority at the present workplace is higher with 1 year (p (ANOVA) <0.01)
- In exchange, the overall average seniority is lower with almost 1.6 years (p (ANOVA) $<0,01$)

As concerning this situation, we see a critical decrease in percentage of those reporting to interact with more than 10 people in a working day, change explained most probably due to pandemic.

Attitudes with the workplace

*The percentage of negative answers to all **items of attitudes with the workplace**, very low already, decreases. At the same time the percentage of extremely positive answers decreases and increases the one of moderately positive answers. It is likely to occur according to this dynamic a regression to the average. The exception from this trend is the item „If a close friend of you would be interested in a job like yours, would you recommend him/her to apply for it?” where the percentage of those answering that would strongly recommend it increases from 35% to 43%.*

No significant differences were recorded as considering the general assessment of the workplace from ethnicity or activity sector point of view. As referring to the important characteristics of satisfaction at workplace, importance increase is recorded for 4 of them: wage, free transportation to the workplace, possibilities to promote and to settle own schedule. If in February 2020 the wage



level was on the 6th rank in descending order of importance, in December 2020 it reached the first rank!

Satisfaction

*The average levels of **satisfaction with the workplace** decreased between the two surveys (ANOVA)<0.05).*

While satisfaction score decrease is similar in all ethnicity categories, the sectors record a higher decrease among automotive and wiring active companies than in case of companies in the other category.

Commitment

*The **affective commitment** decreases between the two moments.* The affective commitment decreases only for Romanian and Hungarian employees, as it remains steady for the Roma. The decrease is higher for the employee in automotive wiring, parts field.

*The **continuance/constant commitment** – increases in a small amount.* This increase occurs due to the strong enhancement for Roma ethnicity employees. At the same time there is a strong increase of continuance commitment score in case of cleaning, food, and furniture sector employees.

*The **normative commitment** increases.* This score increases especially for Hungarian ethnicity employees being similar for the employees of both sectors.

Workplace stress

*The values of **stress** score stay relatively unchanged between the two measures* both for company and ethnicity or fields of activity. The Roma ethnicity employees and those of automotive wiring sector have the highest stress scores.

Workplace autonomy

Variations between the two moments (February 2020 – December 2020) are also important, marked positively. The greatest autonomy is recorded by C and E entities, while for the automotive wiring companies is the lowest autonomy (G and H).

Romanian ethnicity employees feel a greater autonomy at their workplace than Roma and Hungarians. The variations in time are diminished according to ethnicity, but relatively strong on sectors. The autonomy strongly increases in case of automotive wiring/automotive employees.

Protestant ethics of work

***Independence** is more appreciated in December 2020 than at the beginning of the year.* This is due to score increase for the employees in cleaning, food industry and furniture sector.

*The score of **spare time assessment** has a remarkable steadiness at agreed level.* Notwithstanding, important changes are recorded at group level: strong decrease for those in automotive wiring field and Hungarian ethnicity employees and increase for Roma ethnicity employees.

***Hard work assessment** significantly **decreases** between the two moments.* This decrease is due especially to the decrease of the score in case of automotive parts and Hungarian ethnicity employees respectively.

Another job active searching

***Another job active searching** score increases significantly during intervention.*

Romanian and Hungarian ethnicity employees search more intensely a job in December 2020 than 10 months earlier, while the same score changes insignificantly in case of Roma ethnicity employees.



The increase is also higher in the field of automotive parts employees than in case of those from the other field.

Table 1. Changes of the mean values of scales between February 2020 and December 2021 (summary based on ANOVA test)

Scale	Change (significant change at p=95%)
Satisfaction at workplace	Decrease
Affective commitment	Decrease
Continuance commitment	Increase
Normative commitment	Increase
Workplace stress	-
Workplace autonomy	Increase
Independence appreciation	Increase
Spare time assessment	-
Hard work appreciation	Decrease
Another job active searching	Increase



Continuance commitment
Normative commitment
Workplace autonomy
Independence appreciation
Another job active searching



Satisfaction with the workplace
Affective commitment
Hard work appreciation



Unskilled personnel risk of leaving the workplace in companies of North-Western Region – Romania

Theoretical model

The theoretical model of workplace stay/leaving is based on research synthesis regarding commitment at job, 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 noticeable ones – withdrawing behaviours – intention of leaving the workplace, absenteeism, intention of searching a workplace. These are predicted by organisational commitment which, at its turn it is established by: personal characteristics (age, gender, education, perceived competence) and by attitudes concerning work: work satisfaction and workplace characteristics: specific stress and autonomy, as well as professional relations at workplace.

All the particularities mentioned above predict withdrawal behaviours from a workplace.

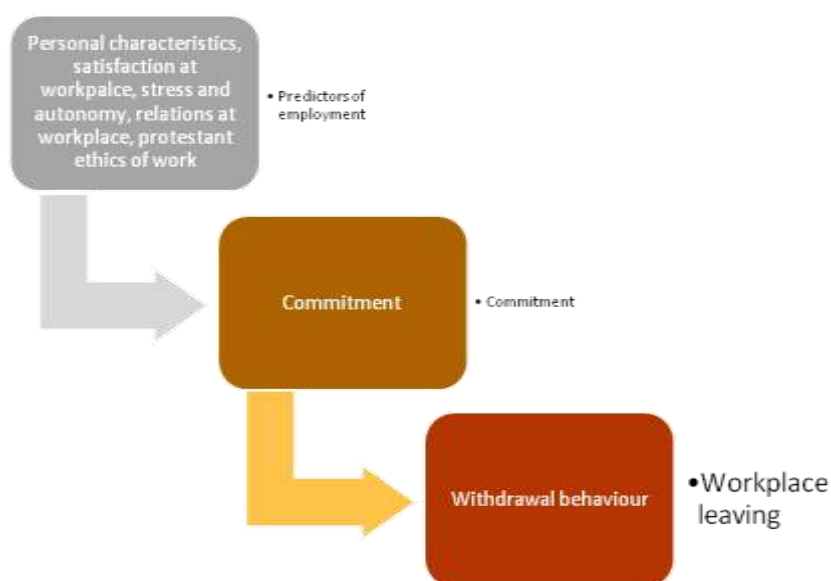


Figure 1. Model of workplace leaving (Starnes and Truhon, 2006 adaptation)

Constructs, operationalisation

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

- Quinn and Staines (1979) workplace satisfaction survey adapted by the author as to include all important dimensions of the workplace.
- Allen and Meyer (1993) three components survey of the organisational commitment
- Stress scale at job (Kim, Price, Mueller, & Watson, 1996) adapted by the author
- Work Protestant Ethics scale at workplace (Blau & Ryan, 1997)
- Autonomy scale at job 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.

Intervention and research design

“Promoting non-discrimination in social housing and post-employment for Roma — HOPE” HEKS-EPER project has a quasi-experimental, on site design, without control group and before and after dimensioning. As such, the phases of the project in this report were as follow:

1. Assessment before the initial measuring of core characteristics which results were presented in the first report;
2. Intervention, as described in other documents of the report;
3. After assessment, subsequent to the intervention and comparing the results of measuring the main characteristics before and after intervention as to prepare inferences on the probable impact of the intervention.

The scales of this study were prepared following the first survey and for comparison these operationalisations were maintained also in the second survey. As such, the method details referring to the scales are those resulted from the analyses of the first survey.

Not only have the differences in the contents of the samples in the two surveys impacted on the comparisons but also the unplanned intervention of Covid-19 pandemic lead to measures of isolation and restrictions of interactions right after the first survey. Many of the significant differences which may be observed between the two analyses have as main cause working conditions changing due to pandemic. Consequently, any conclusion regarding the impact of intervention should be deducted with precaution starting from the data presented in this report.

Sample description

Data gathering was achieved by direct, face to face interviews at the workplace. Operating personnel, mainly 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.

Data gathering was conducted in the first phase during November 2019-January 2020 by HEKS-EPER Romania operators.

In the second phase data gathering was intended from the same samples, same entities as from the beginning of 2020. 213 employees' surveys were filled in. As you may see from the table describing subjects distribution on companies during the two phases of data gathering, two important differences occur: a) the absence of G subject in G Company in the second data set; b) a larger number of interviewed subjects in A Company in the set of October – December 2020 as comparing with the first iteration (42 compared to 8).

Samples description is to be made with complete data sets but the systematic comparisons following the core variables of the study, including the important scores of satisfaction, commitment (3 scores), autonomy, stress and protestant ethics of work shall be conducted only with data from the companies partaking both sessions of data gathering. As such, the comparisons concerning the



impact of intervention shall be conducted without the 19 cases of G Company in the survey from February 2020.

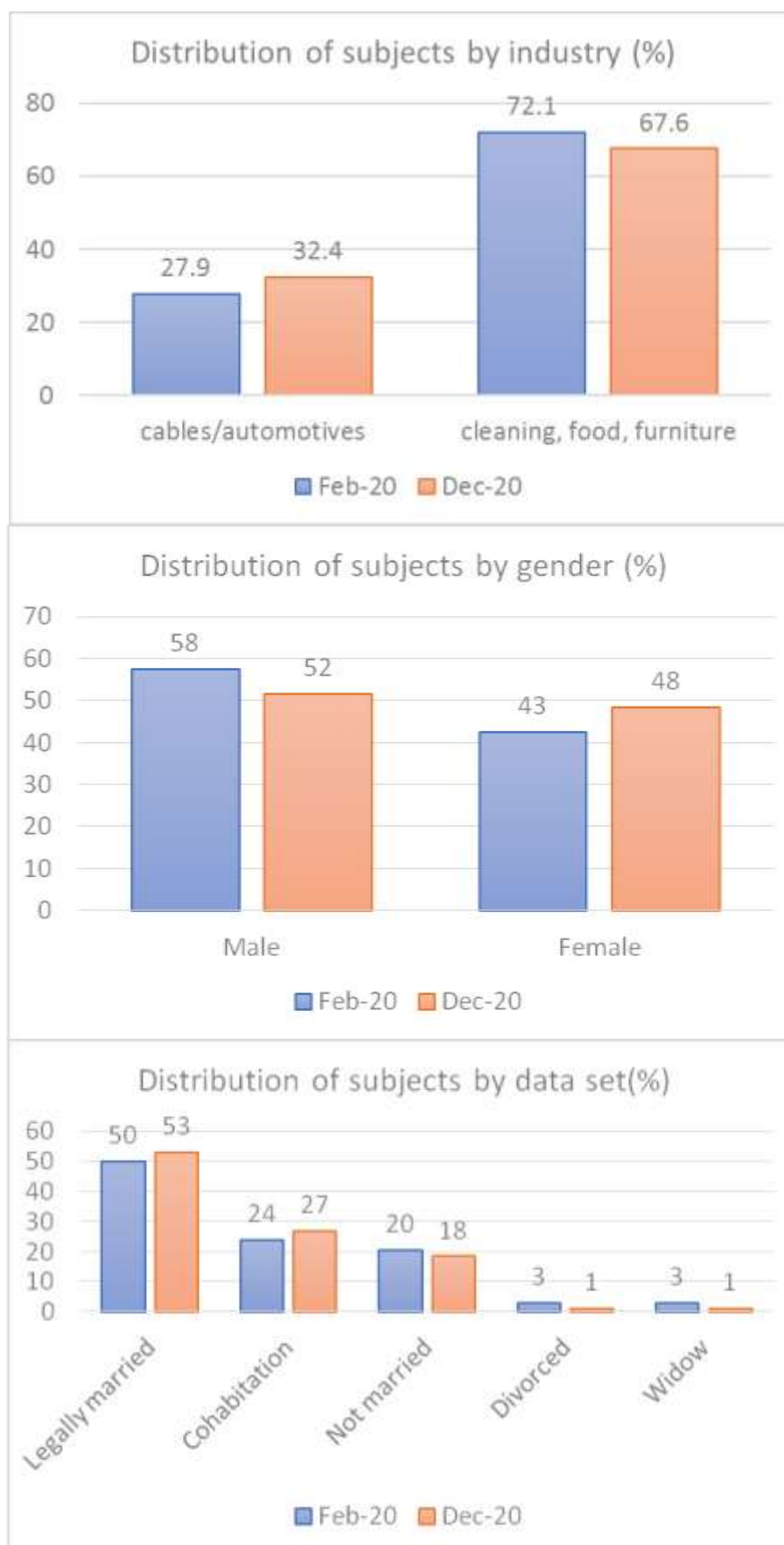
In February 2020, the majority of subjects of the sample in the first survey were unskilled workers (79.6%), self-identified as Romani (56%) aged between 20-49 years old (79%) and 48% have graduated utmost eight grade. Almost a third of the subjects were employed by the 4 wiring companies included in companies' sample and the remaining 71% are employees in sanitation companies, public food or furniture production field.

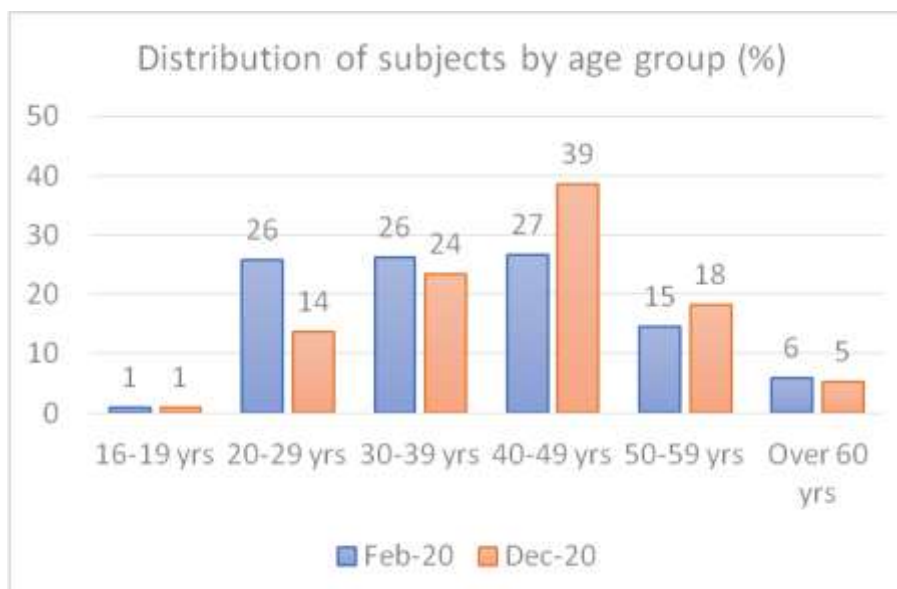
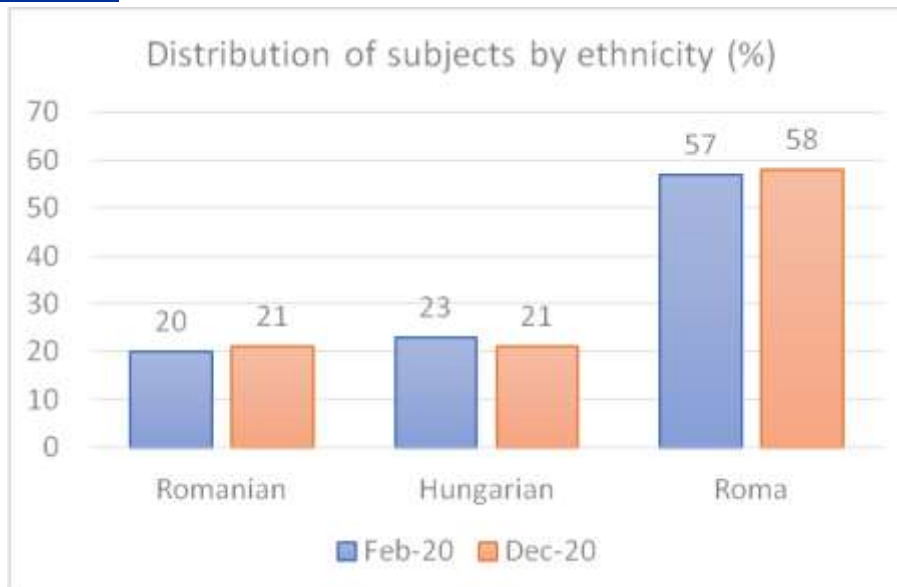
Mean seniority at the current job was over 4 years but this indicator was impacted by a few cases of very high seniority, median seniority being of 2 years. The total average work seniority was 14.3 years. Independently of the age and total work seniority, the cases the seniority at the current workplace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

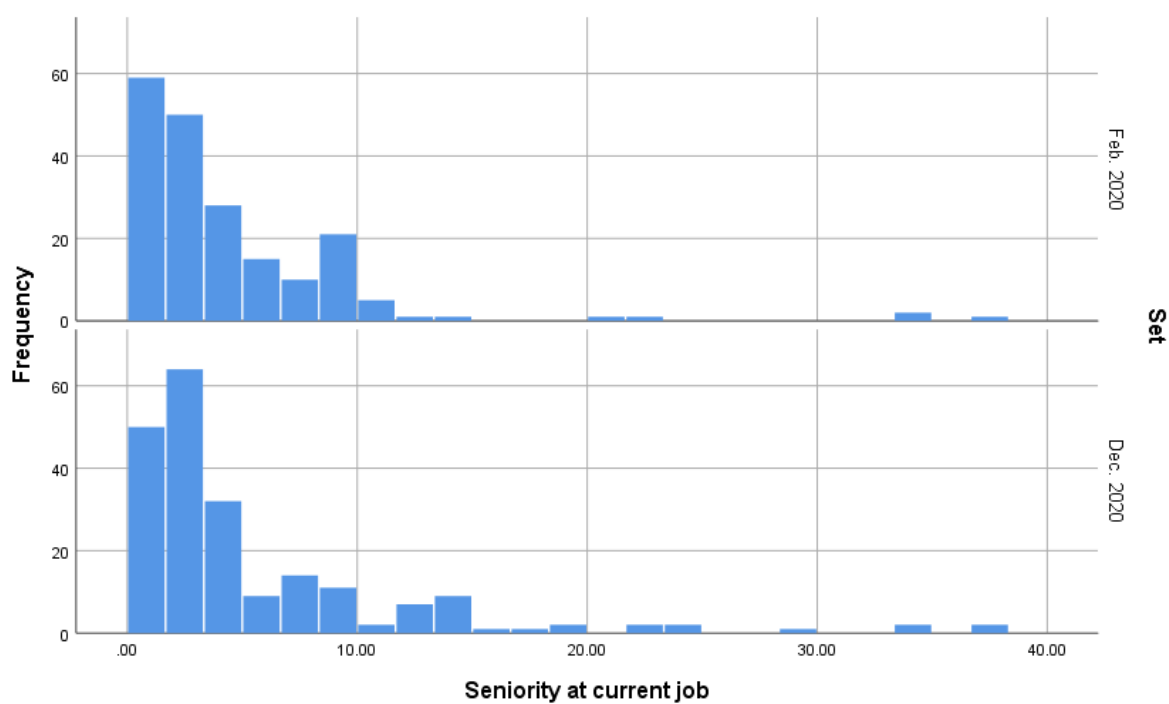
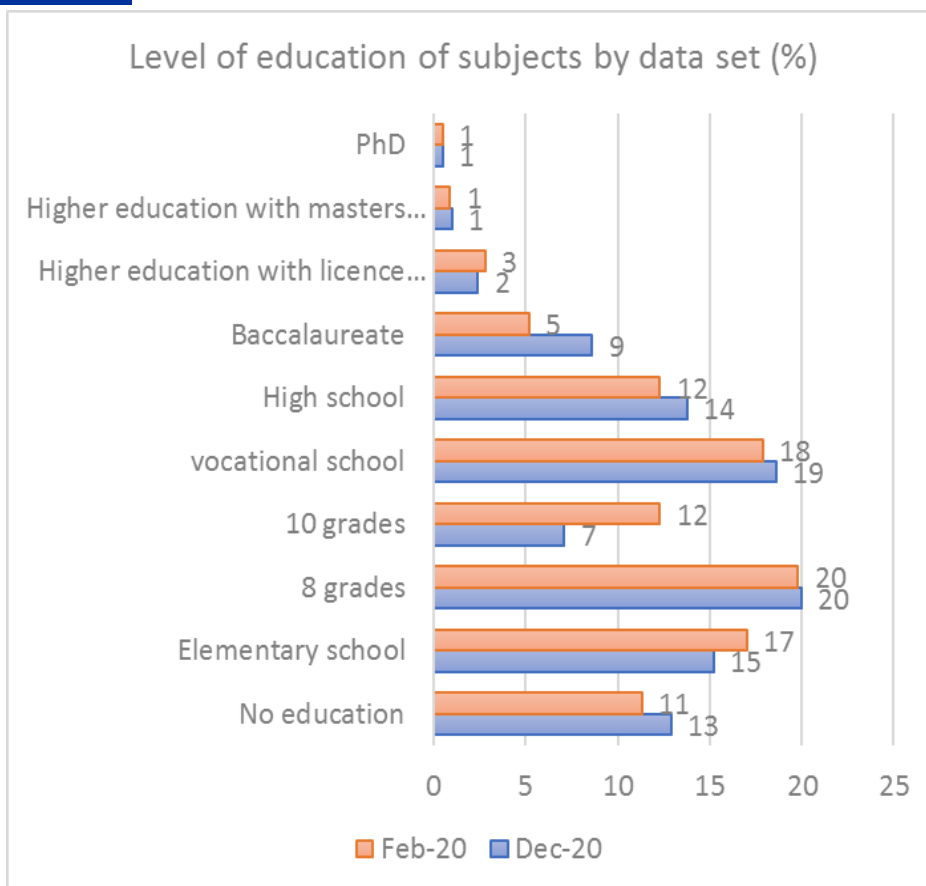
As comparing with the structure of the sample in the first survey, in the second one the following changes occur:

- Higher percentage of employees in automotive wiring field
- Women higher percentage
- Unchanged distributions on ethnicity, level of qualification
- Much higher percentage of 40-59 age group and lower of 20-29 age group
- Changed percentage of those who graduated upper secondary school (increasing) comparing with those who graduated mandatory secondary school (decreasing)
- The average seniority at the workplace is higher with 1 year ($p(ANOVA) < 0,01$)
- In exchange, the overall average seniority at workplace is lower with almost 1.6 years ($p(ANOVA) < 0,01$)

Code	February 2020		December 2020	
	N	%	N	%
A	8	3.6	42	19.7
B	23	10.4	13	6.1
C	27	12.2	16	7.5
E	14	6.3	17	8.0
F	64	28.8	56	26.3
G	19	8.6	0.0	0.0
H	12	5.4	14	6.6
I	11	5.0	22	10.3
J	23	10.4	23	10.8
K	21	9.5	10	4.7



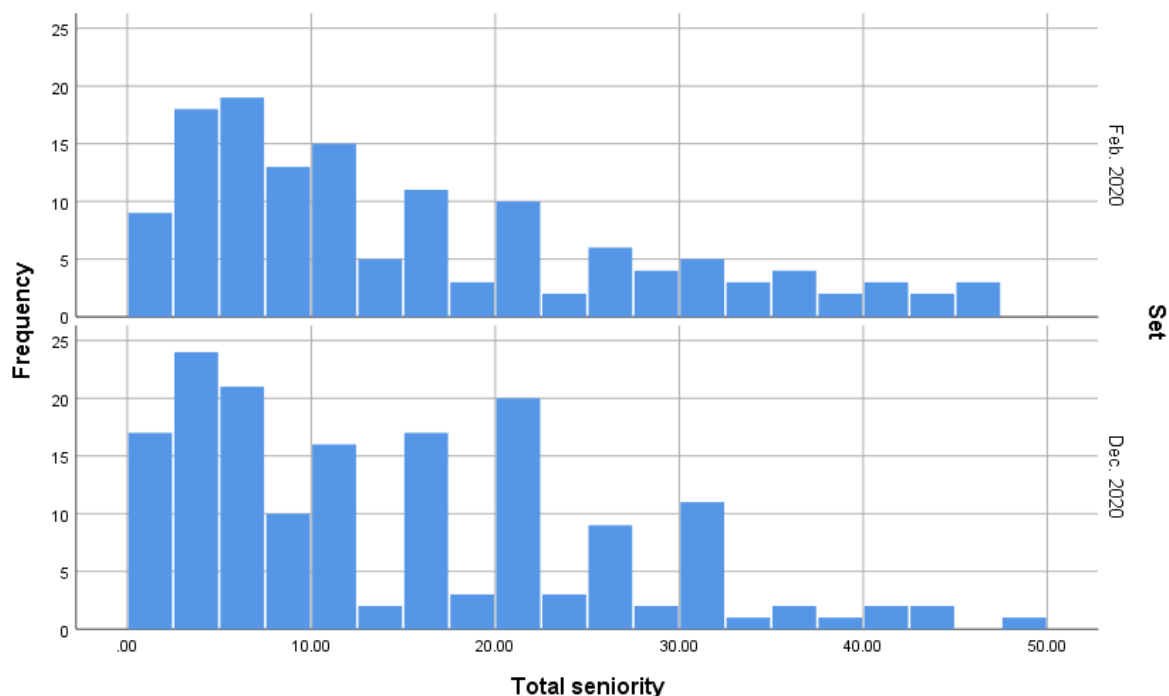






Set	Mean	N	Std. Deviation
February 2020	4.46	195.00	5.33
December 2020	5.58	211.00	6.74

P (ANOVA)<0,01¹



Set	Mean	N	Std. Deviation
February 2020	15.28	137	12.20
December 2020	13.86	164	10.84

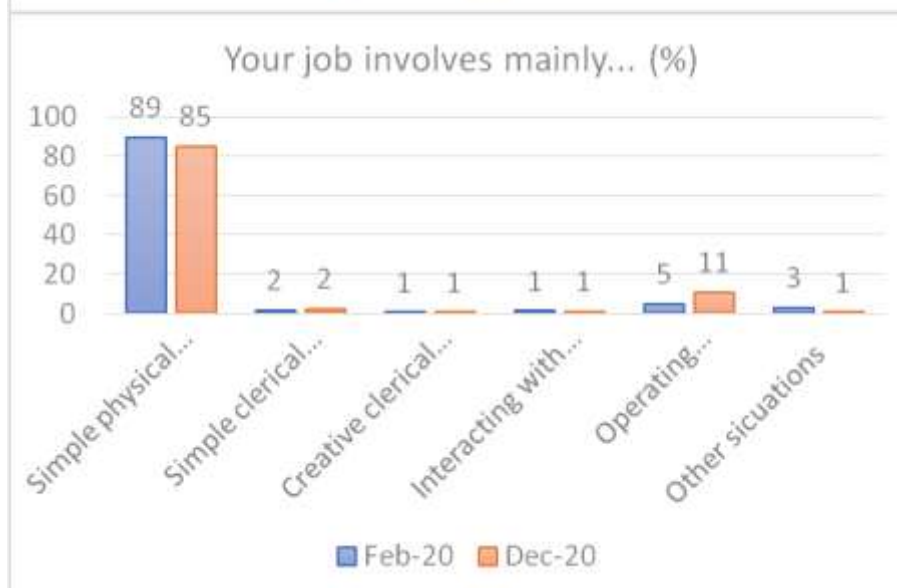
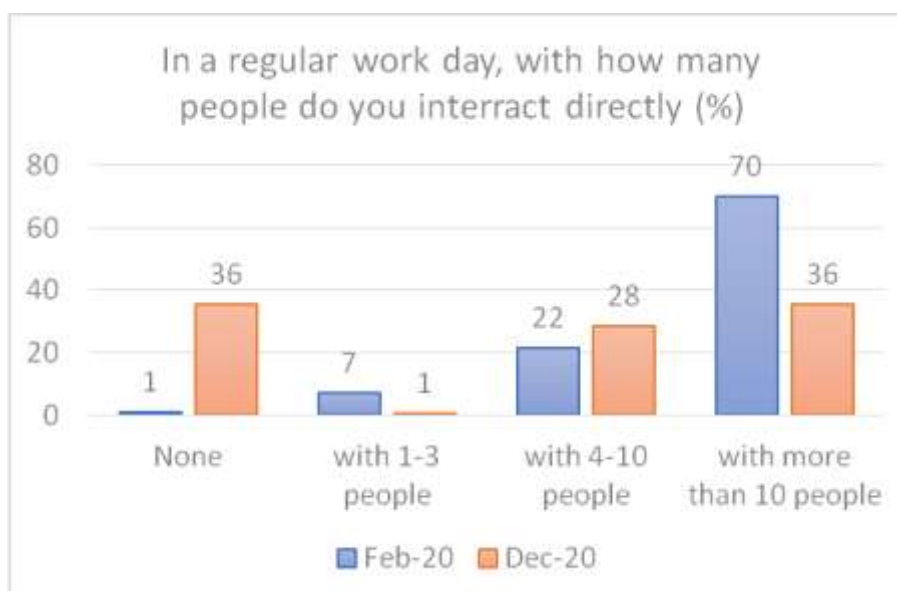
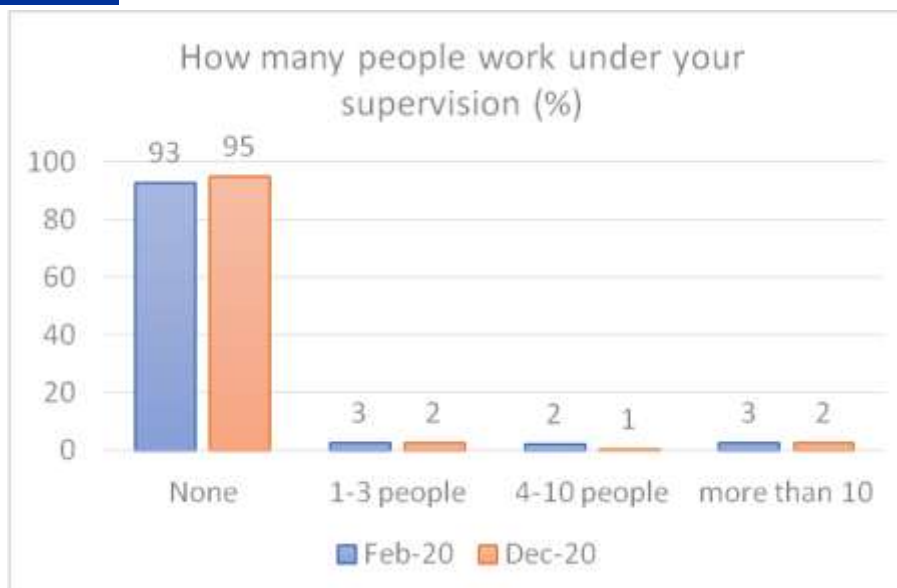
P(ANOVA)<0,01

Description of activities of sample members

In the first survey, the sample was made in its majority of persons performing physical simple labour at the workplace (83.8%), who had no subordinated persons (93.2%) and who interacted with more than 10 people in a usual working day (70.4%).

Comparing to this situation, we noticed a critical decrease of the percentage of those who report interacting with more than 10 people in a working day. The other two characteristics did not change significantly.

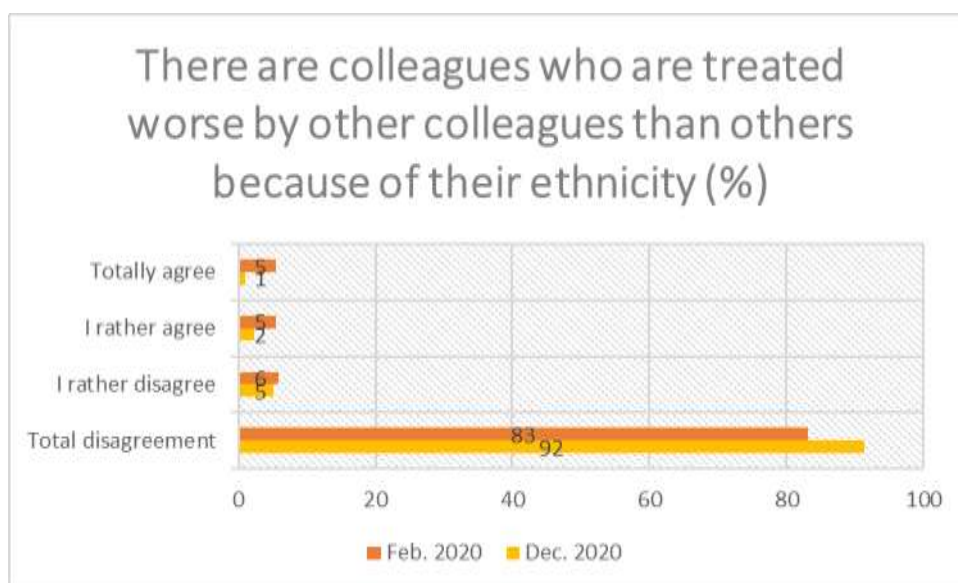
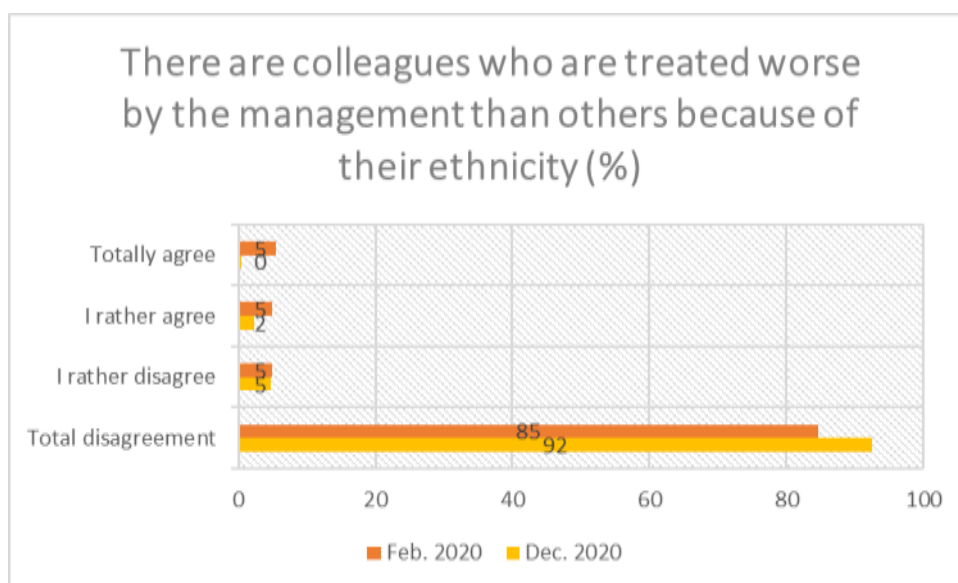
¹ Only p(ANOVA) significant values are to be presented. If p(ANOVA)>0.05, the data is not presented.

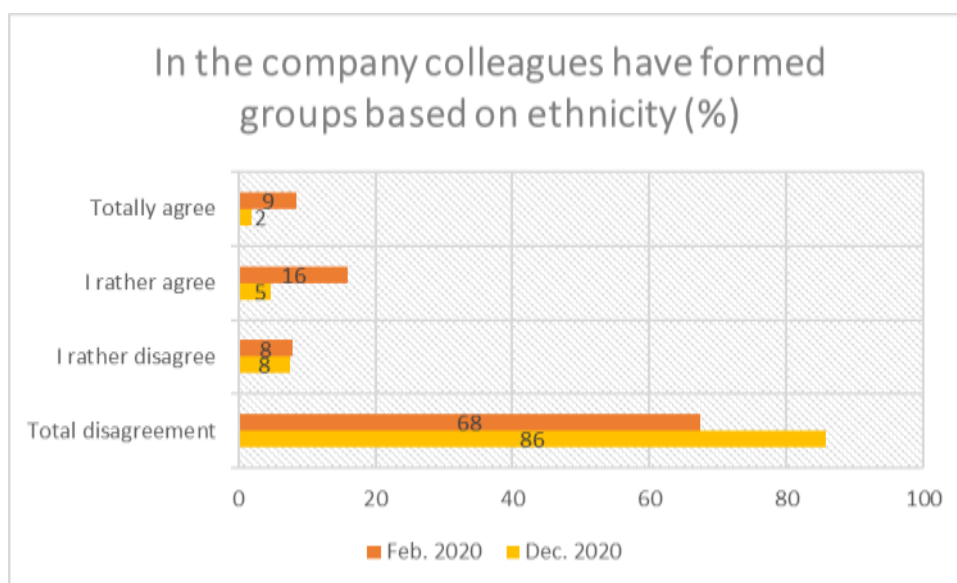




Discrimination and segregation at the workplace

One of the topics of this project deals with the situation when integration, satisfaction and performance at the workplace are impacted by the cultural differences as religion or ethnicity. We refer in particular to employees' segregation on such criteria and their possible marginalisation and integration difficulties as being excluded from the informal groups of the company. Other important cases from this point of view are those in which exclusion is based on ethnicity or religion, occurring in hierarchical line, as discrimination phenomena. It seems that this low incidence type of phenomena, based on the statements of our subjects as employees of the companies included in the study, to have been experiencing a decrease to a certain extent during the project.





Changes of attitude considering the workplace

The great majority of the subjects show in both surveys favourable opinions considering the workplace. The percentage of those with explicit negative opinions decreases from approximately 10% to 4%. This trend is also noticed at company level where only the company records an increase of the percentage of negative answers. The decrease of percentage in negative answers is also noticeable in the analysis of ethnicity and sectors, as it is more clearly in case of employees in food industry/sanitation.

The percentage of negative answers to all items of attitudes with the workplace, very low already, decreases. At the same time the percentage of extremely positive answers decreases and increases the one of moderately positive answers. It is likely to occur according to this dynamic a regression to the average. The exception from this trend is the item „If a close friend of you would be interested in a job like yours, would you recommend him/her to apply for it?” where the percentage of those answering that would strongly recommend increases from 35% to 43%.

No significant changes were recorded as considering the general assessment of the workplace as from ethnicity or activity field point of view.

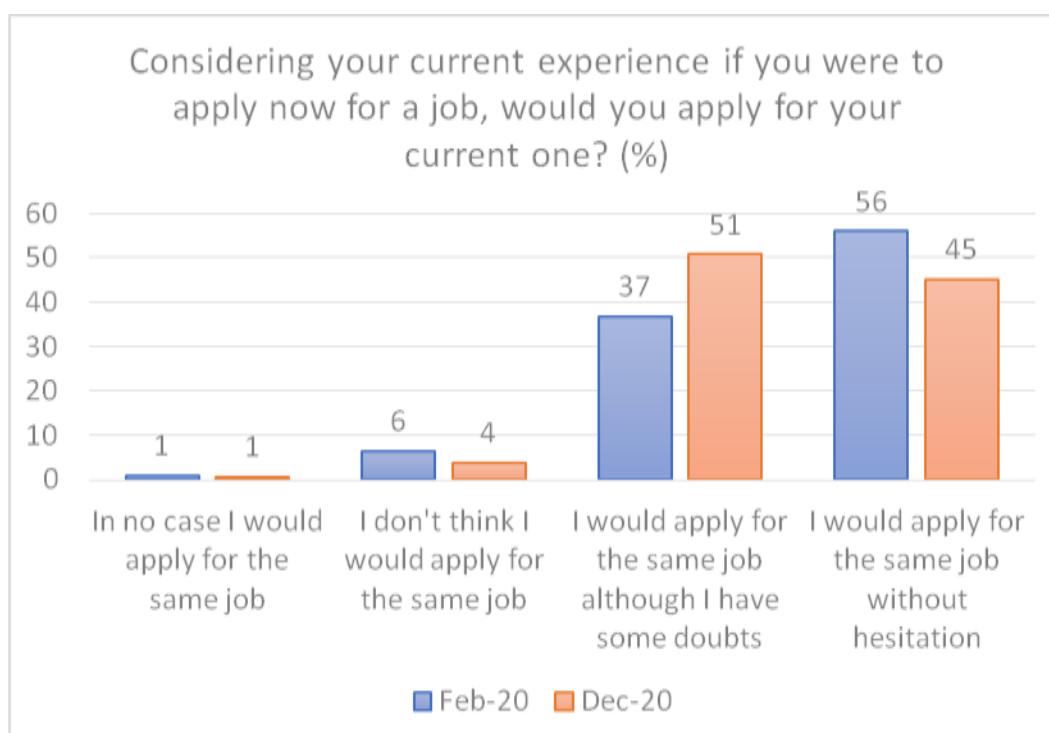
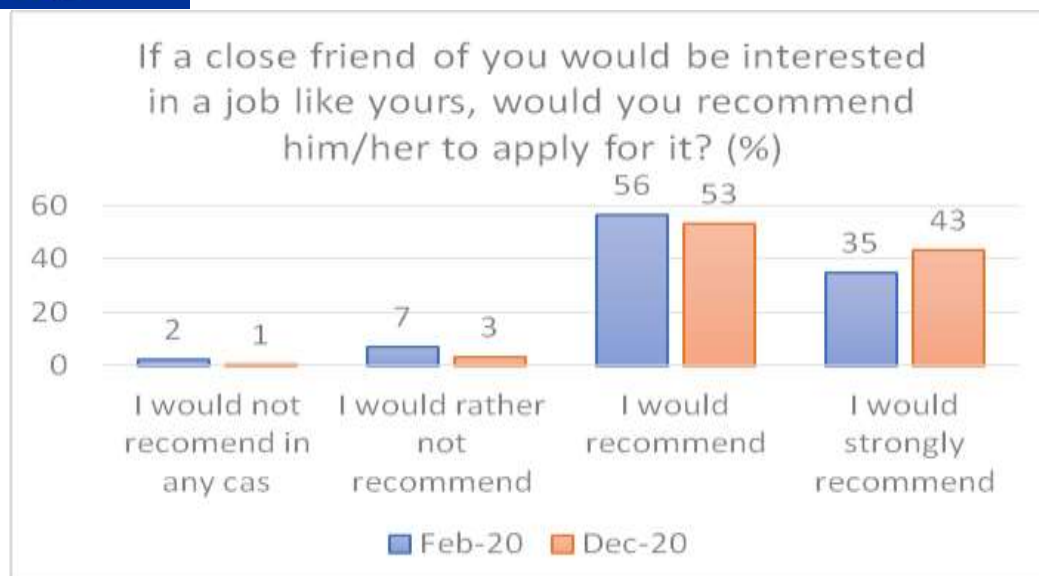
In the first survey, the most important aspects as to assess the quality of a workplace were:

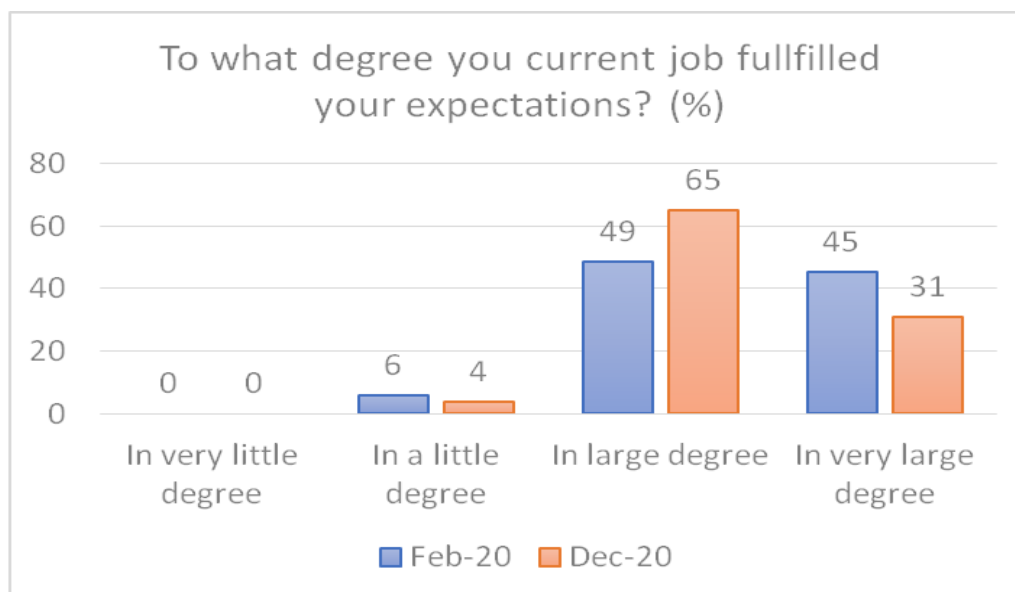
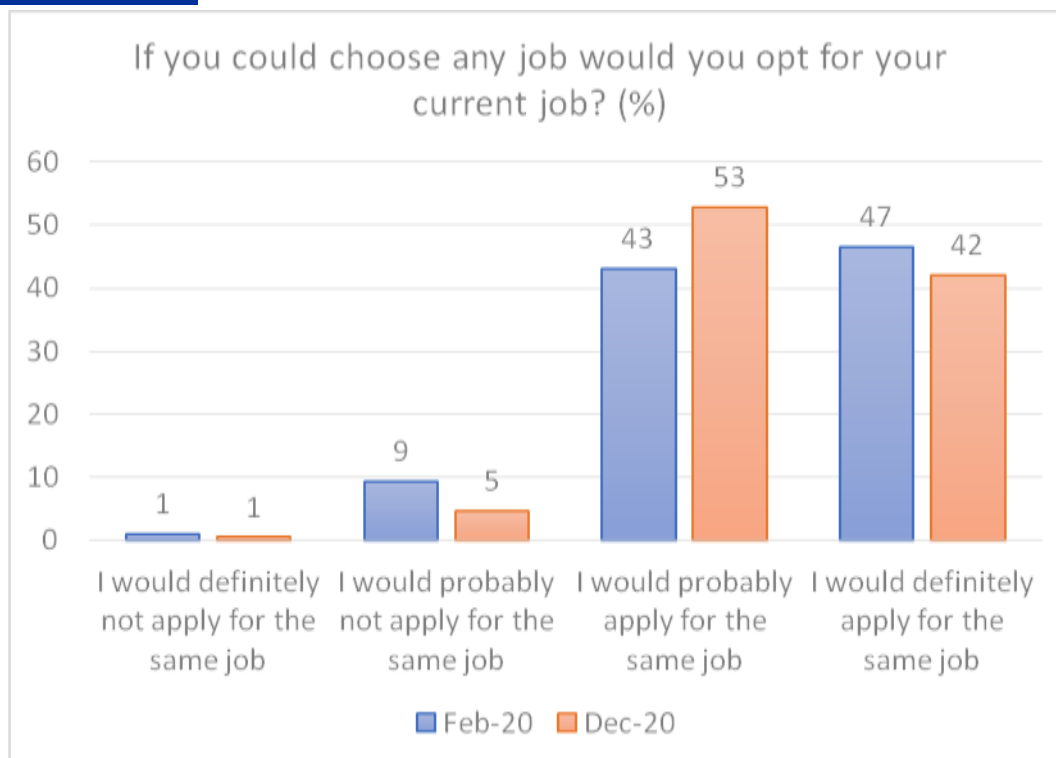
- The possibility of some days off for solving some family problems
- Management respect
- Paid leaves
- Meal tickets besides wage
- Help from the company in difficult situations

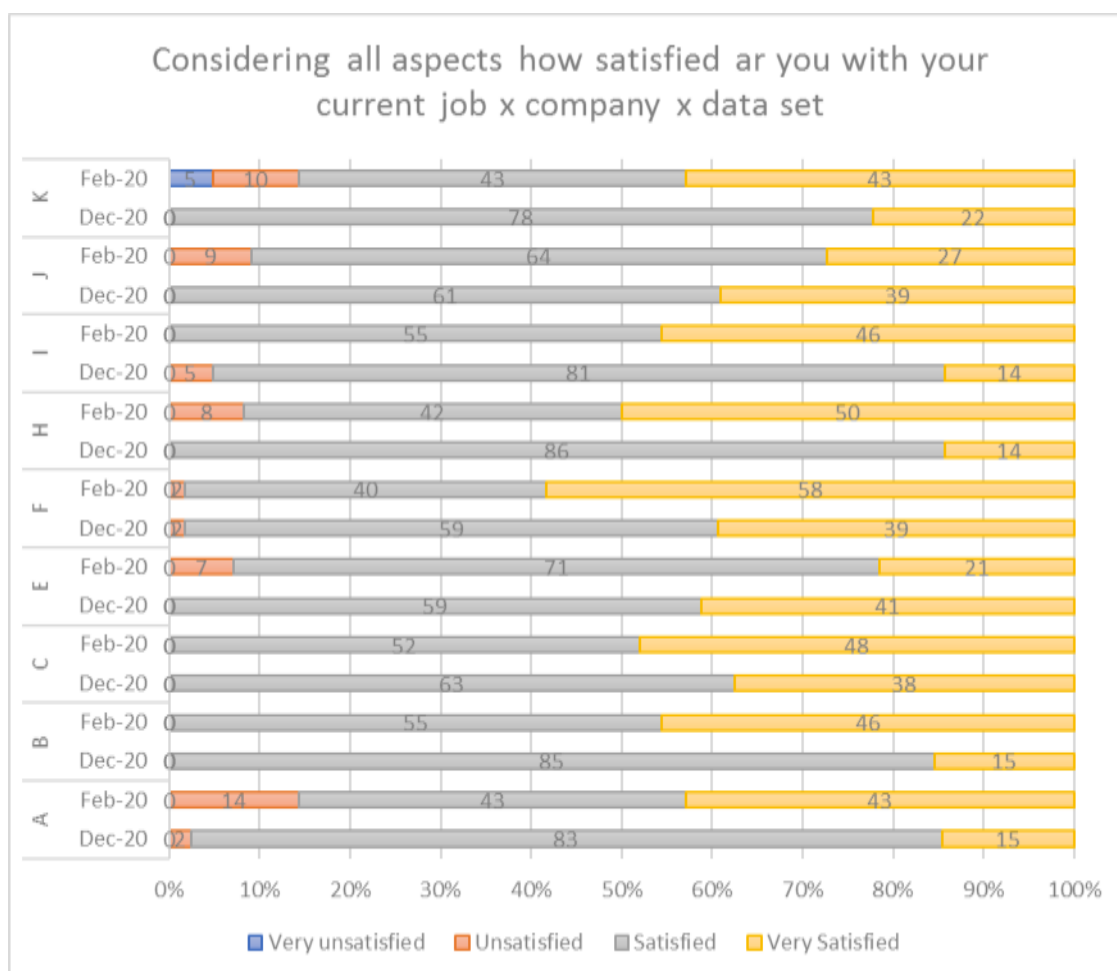
As less important are:

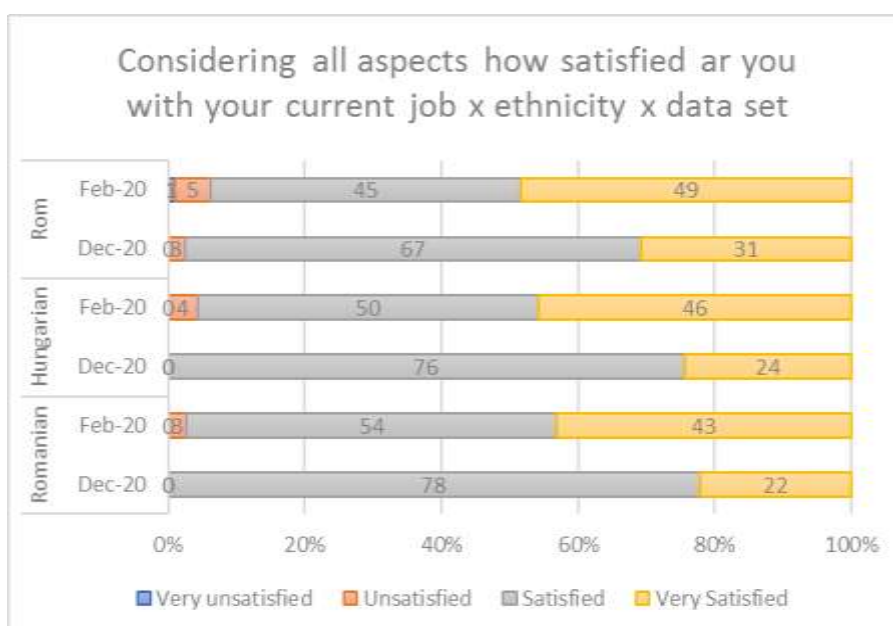
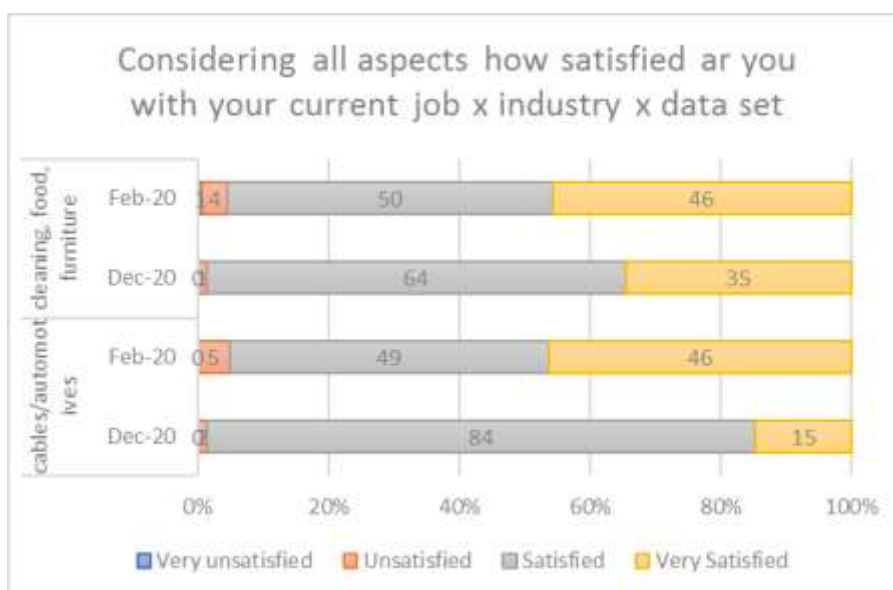
- Flexible schedule
- Possibilities of promotion
- Lunch breaks

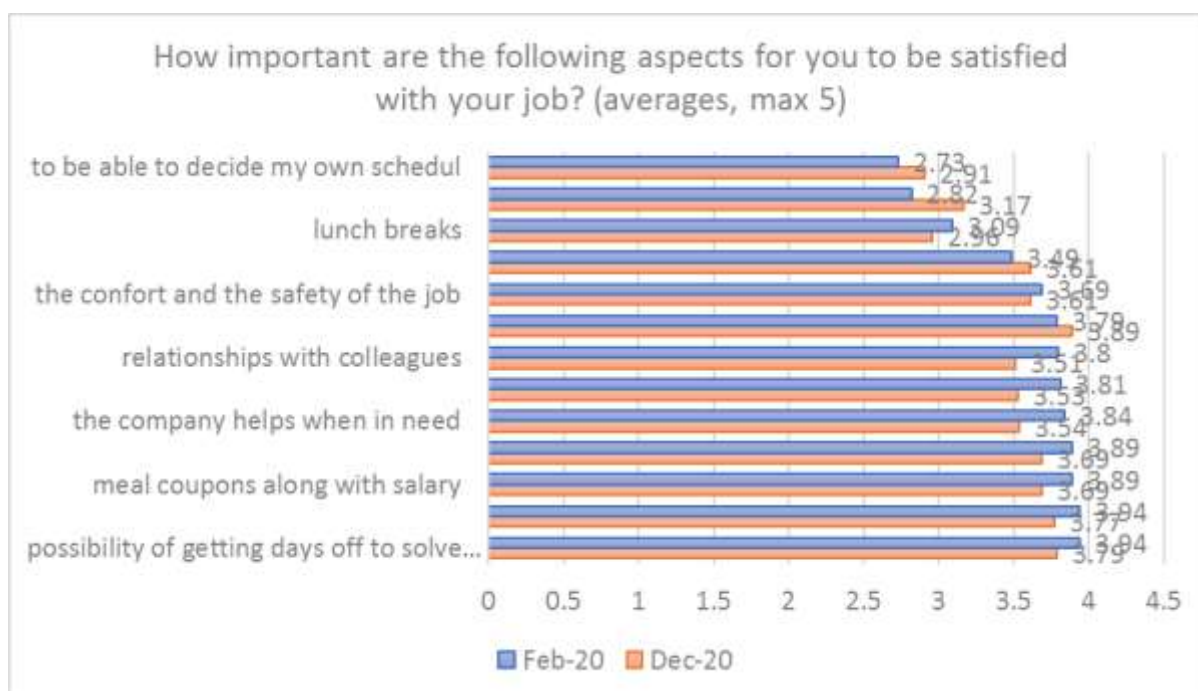
As considering this aspect it was noticed that the importance of a great number of workplace characteristics decreased and the increases for 4 of them: wage, free transportation to the workplace, possibilities to promote and to settle own schedule. If in February 2020 the wage level was on the 6th rank in descending order of importance, in December 2020 it reached the first rank!











Scale of satisfaction with the workplace

The scale included the following items of Likert type:

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 done at job
- e) The method you are paid for the work you perform
- f) Relations you have with direct supervisors
- g) Promotion opportunities

The principal axis factoring obtained with the data of the first survey identified 2 dimensions.

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

The ``e`` items – **satisfaction about paying method** and ``g``, **satisfaction about the promotion opportunities** – it does not sufficiently correlate with the scale.

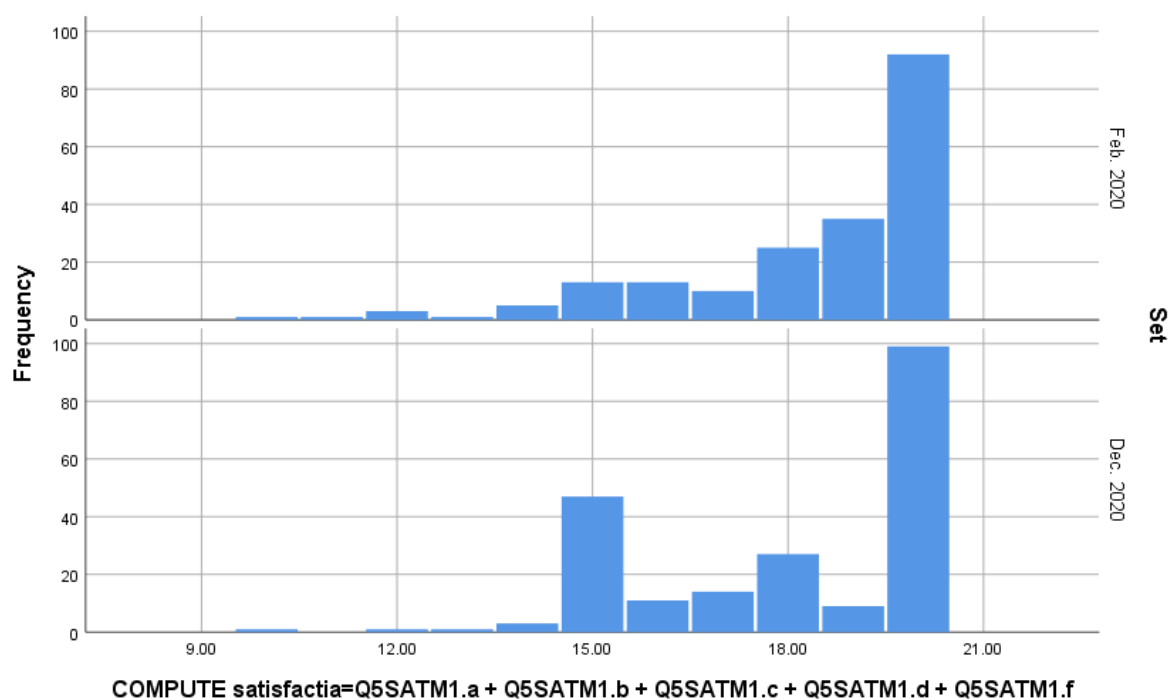
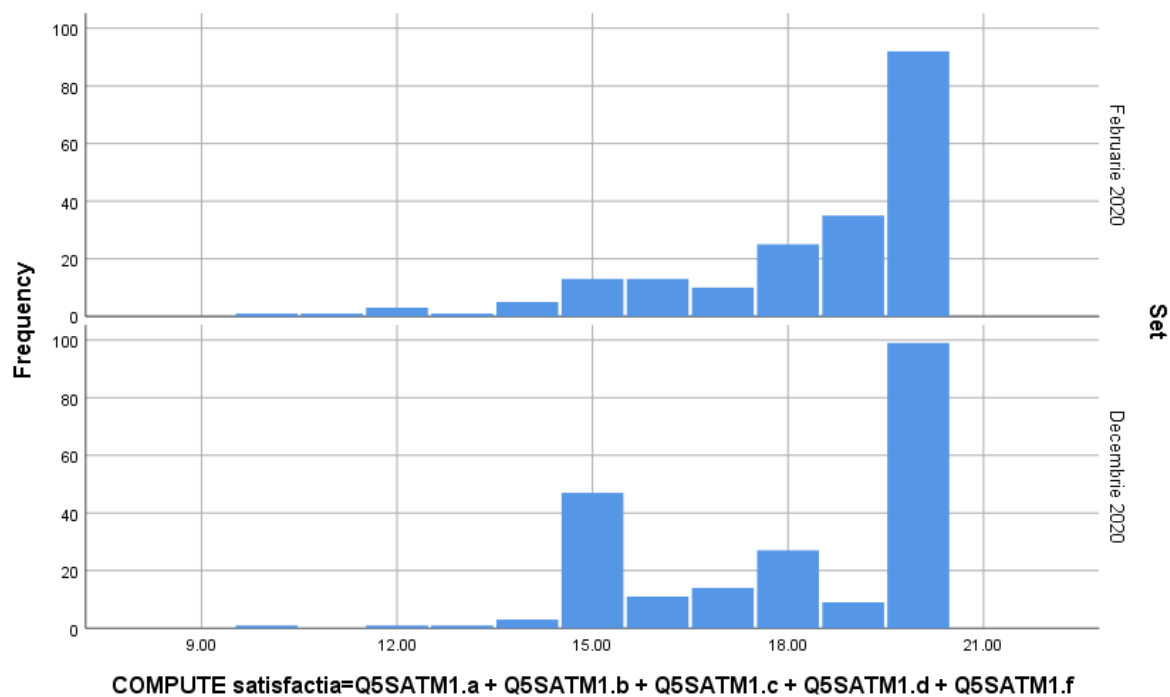
The same as in case of other scales, the missing values were not replaced by input techniques. The satisfaction score is computed by adding the values of the selected items.

The ANOVA test indicates significant differences of the means of this score between the companies. The lowest levels of satisfaction are registered with F and K items of the second survey. On the other hand, the satisfaction regarding the workplace does not vary with ethnicity and sector of activity.

It is important to underline that the mean levels of satisfaction with the workplace decreased between the two surveys ($p(\text{ANOVA}) < 0,05$). The largest decreases were registered in companies A and B. In E, H and J companies we have increases of the satisfaction score, but far less important as value than the decreases mentioned above.

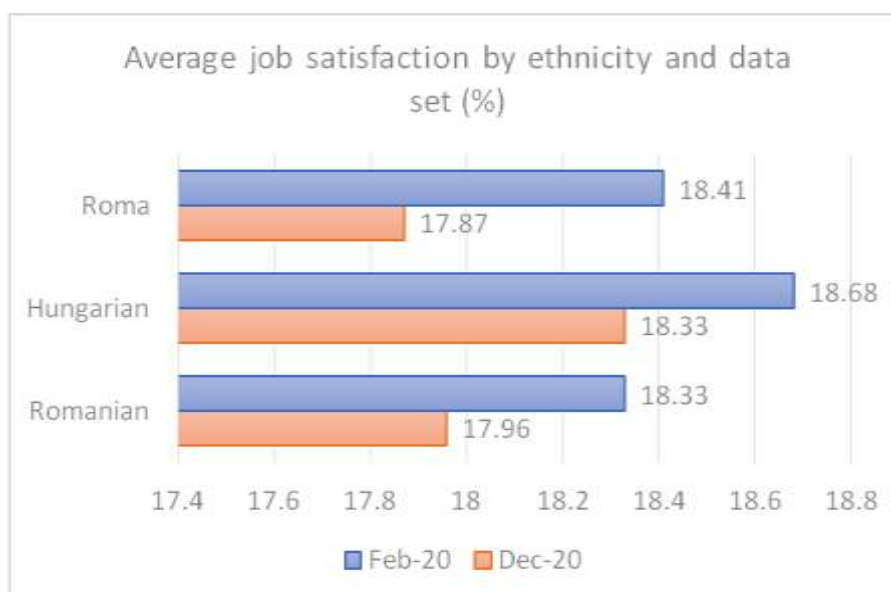
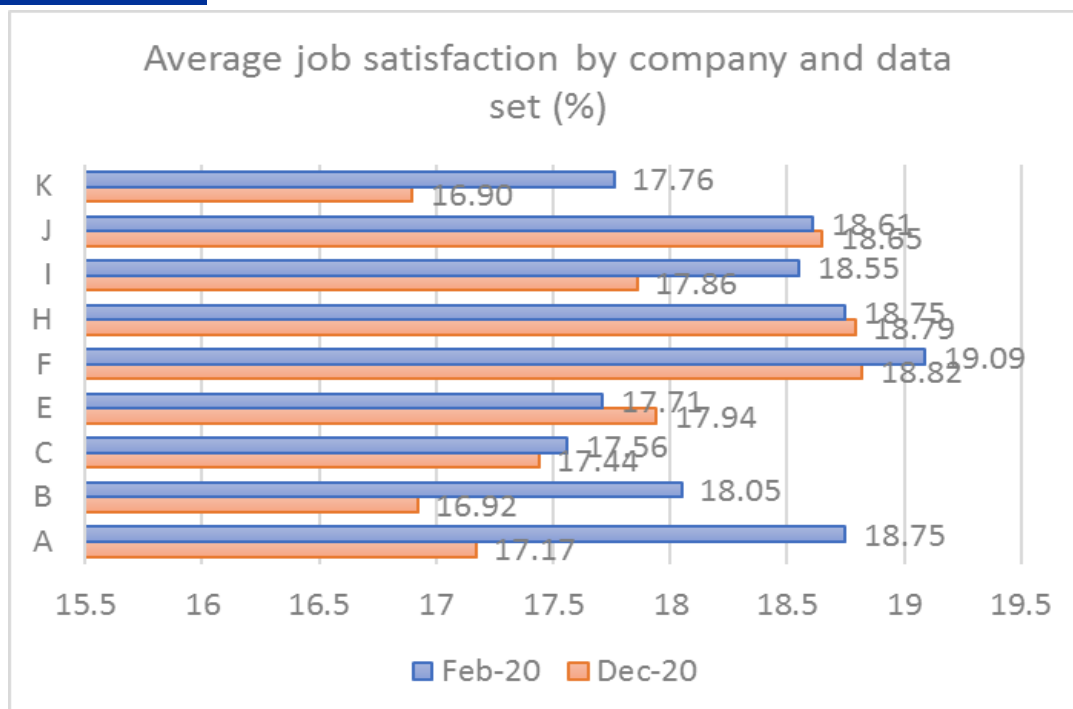


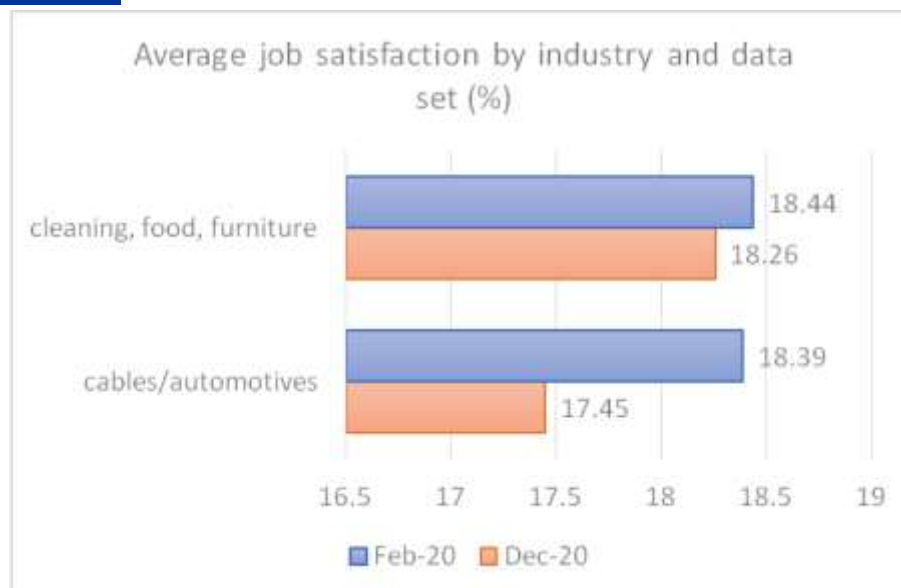
As satisfaction score decrease is similar for all ethnicity categories, for sectors a larger decrease is registered in case of automotive and wiring active companies than in case of the companies from the other category.



Set	Mean	N	Std. Deviation
February 2020	18.43	199	2.10
December 2020	18.00	213	2.24

(p(ANOVA)<0,05)





Scales of organisational commitment

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 items inverting (3 items are negatively correlated with the scale).

Under-scale	Items	Out of which inverted	CFA factors (dimensioning)	Missing cases (list wise)	alpha	min	max
Affective commitment	6	3	2	13	0.800	6	36
Continuance commitment	6	0	2	5	0.859	6	36
Normative commitment	5 (item c removed)	1	1	8	0.865	5	30

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 continuance commitment than Romanians and Hungarians, and Romanians' normative commitment is similar with Roma's, and it is significantly higher than the Hungarians'.

In the first survey, the commitment in all its dimensions seems to be a problem of wiring/automotive sector. Those working in wiring field have significantly lower affective, continuance and normative commitment than those from other sectors.

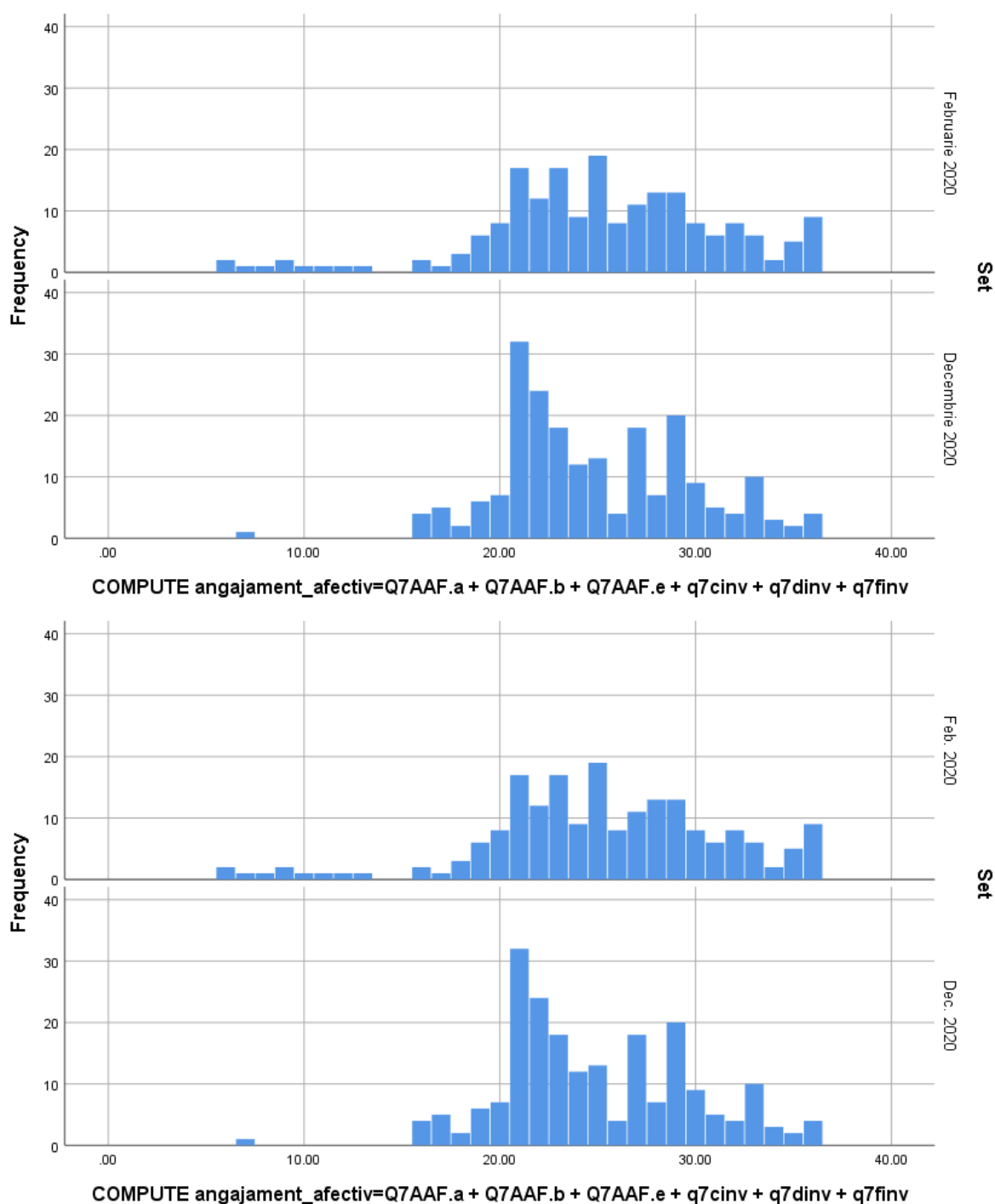
Comparing the commitment scores computed in the two surveys, the following results were obtained:



The affective commitment decreases between the two moments. The affective commitment decreases only for Romanian and Hungarian employees, as it remains steady for Roma employees. Decrease is much stronger for the employees of automotive wiring and parts.

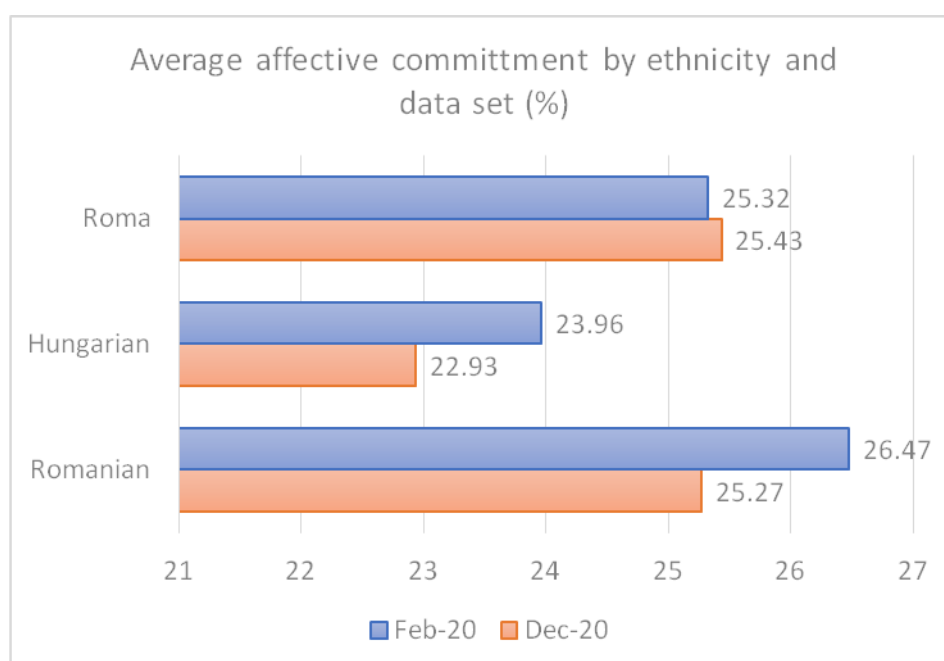
Continuance/constant commitment – increases by a small value. This increase occurs due to strong increase for Romanian ethnicity employees. At the same time, we have a strong increase of continuance commitment score in case of employees from cleaning, food and furniture industry.

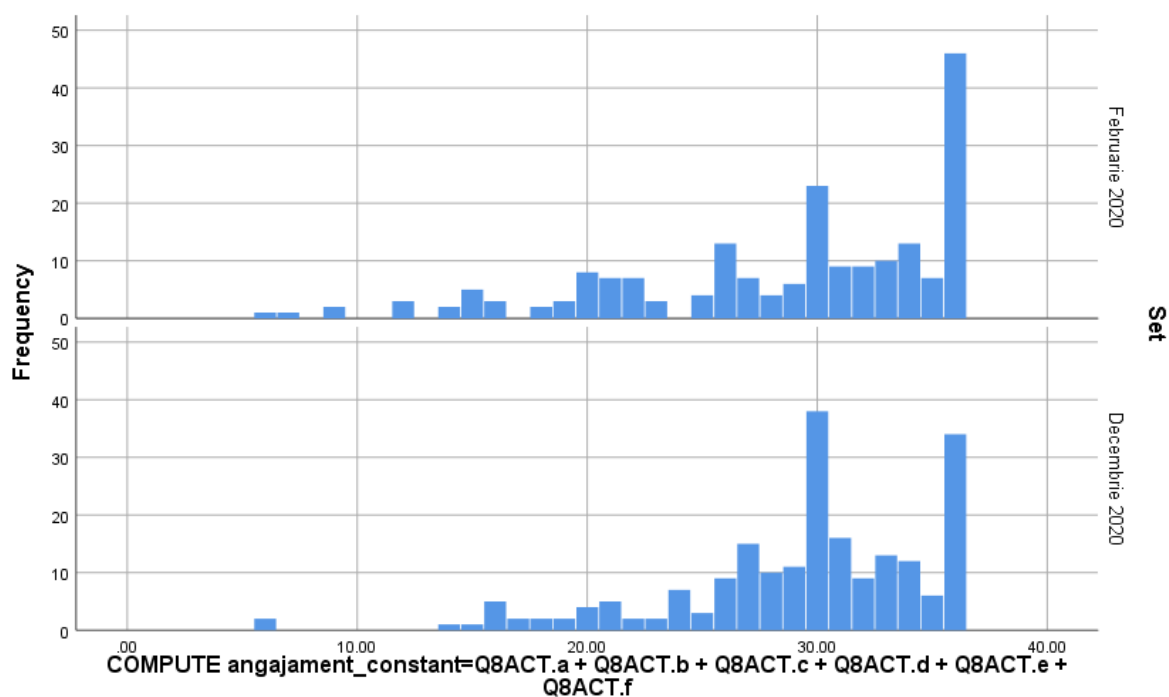
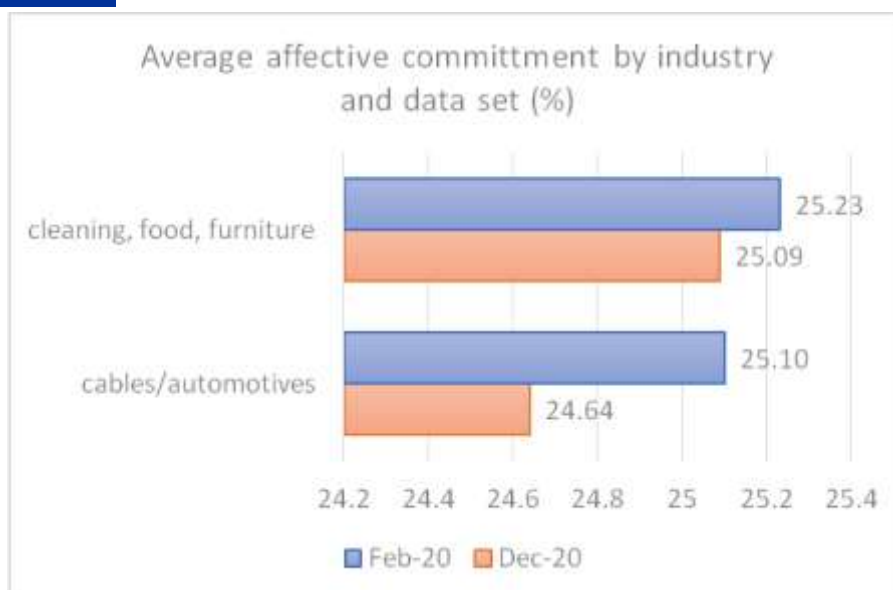
The normative commitment increases. This score increases especially for Hungarian ethnicity employees and the increase is similar for the employees of both sectors.

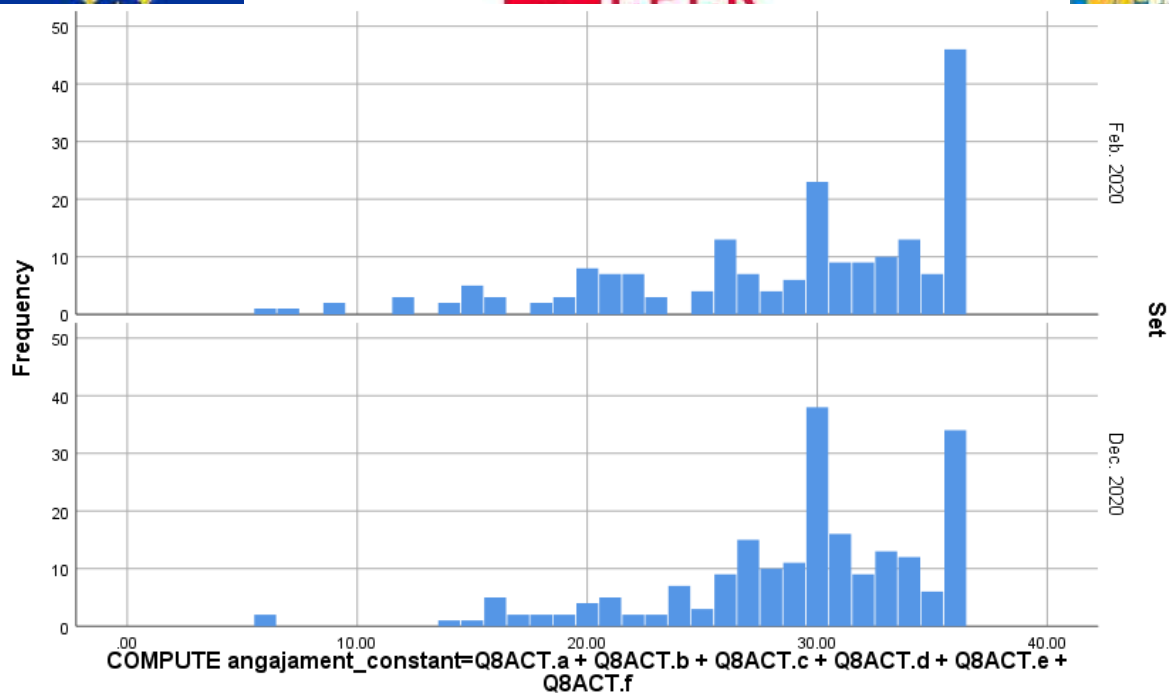




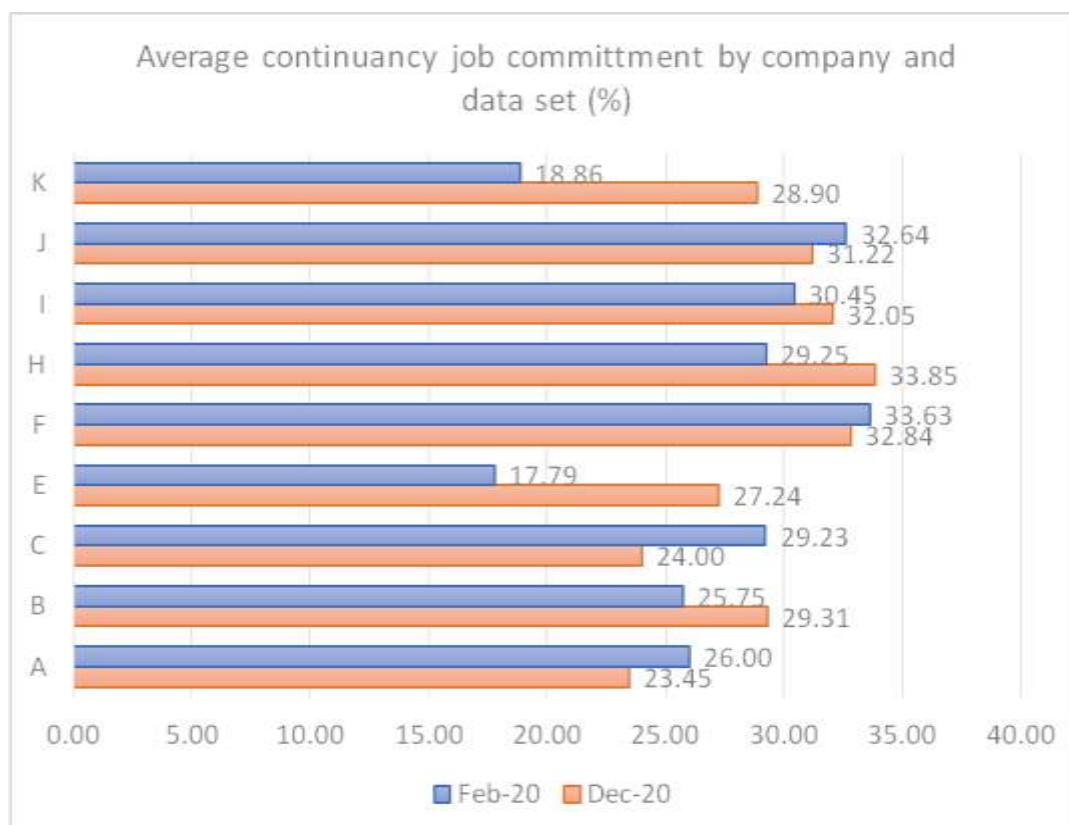
Set	Mean	N	Std. Deviation
February 2020	25.20	193	6.10
December 2020	24.94	210	4.84

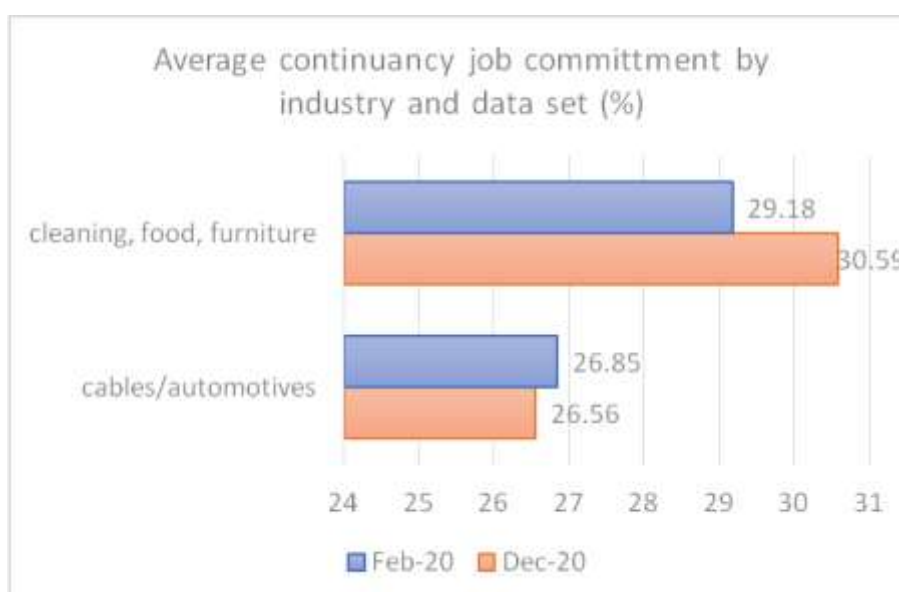
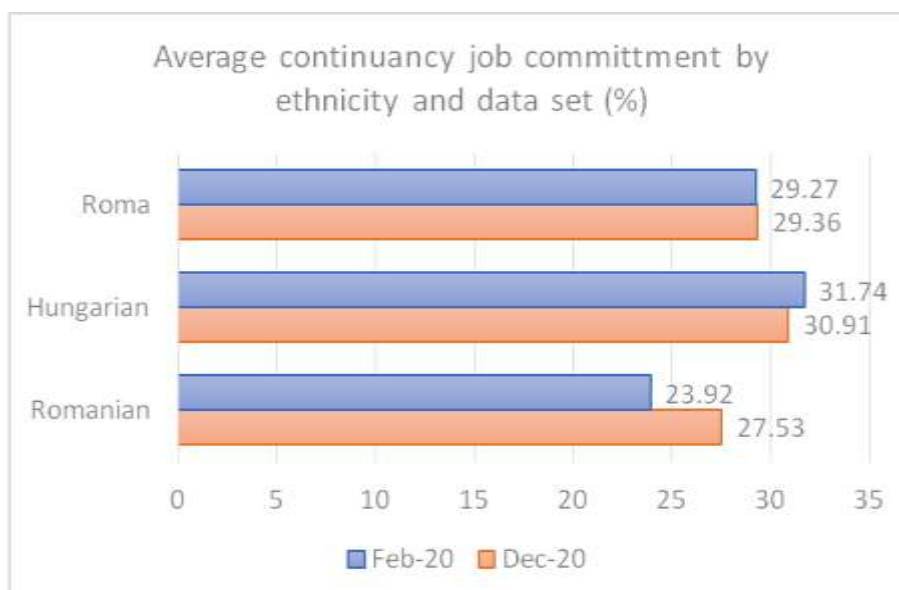


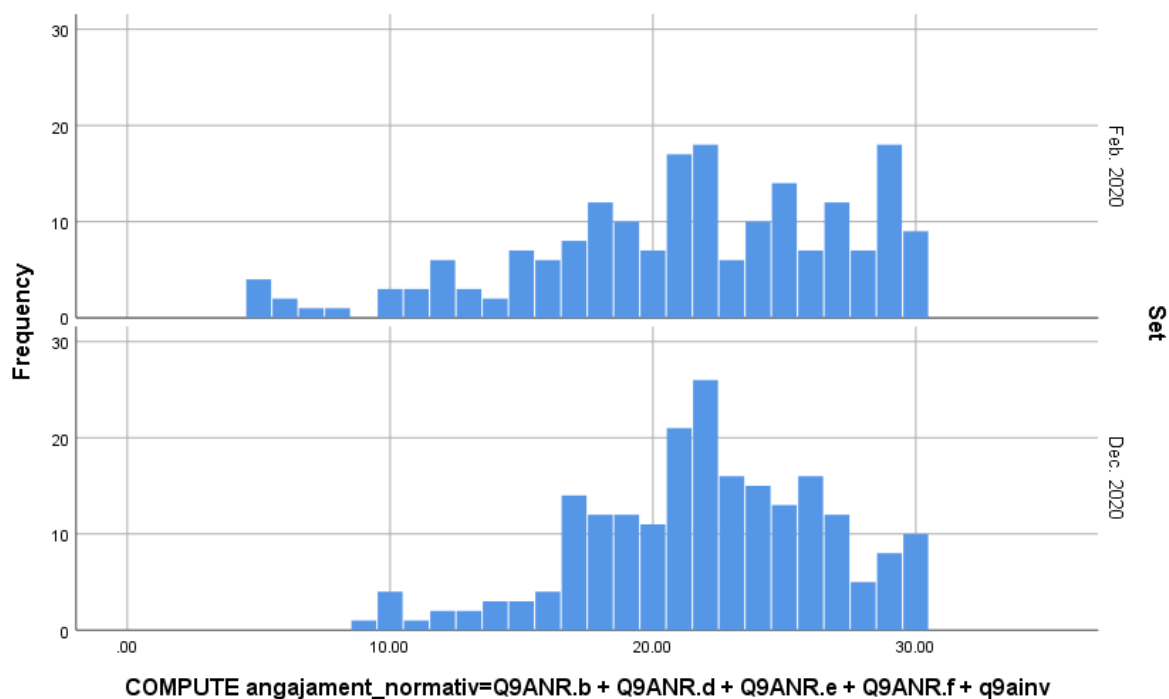
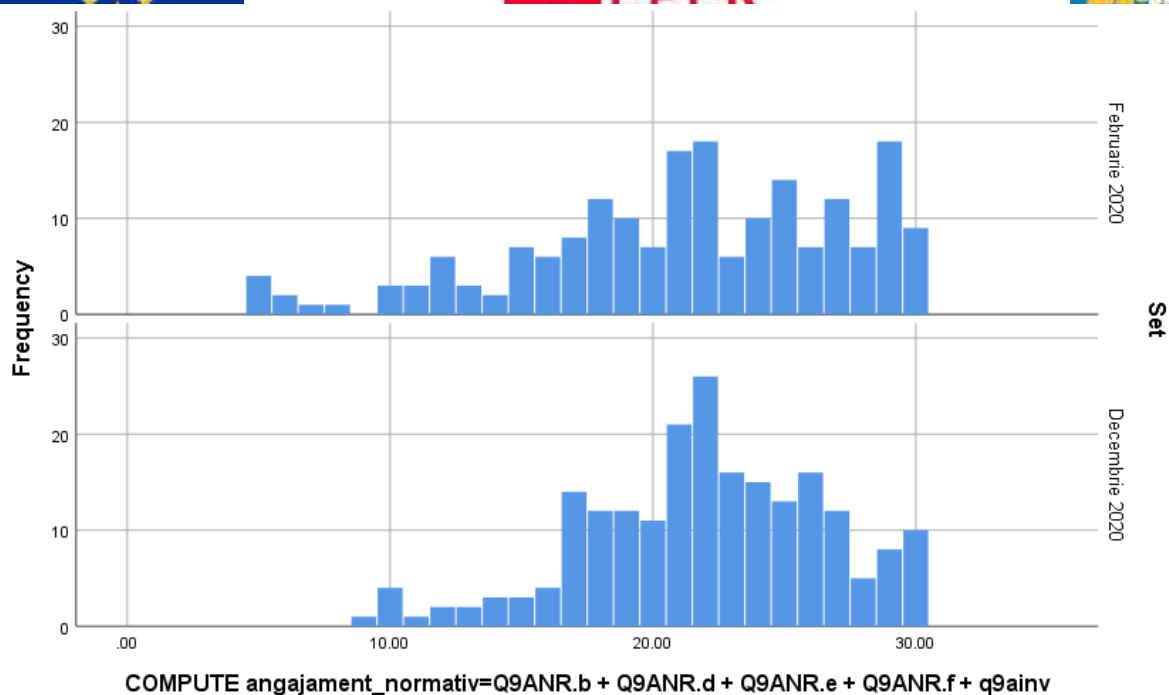




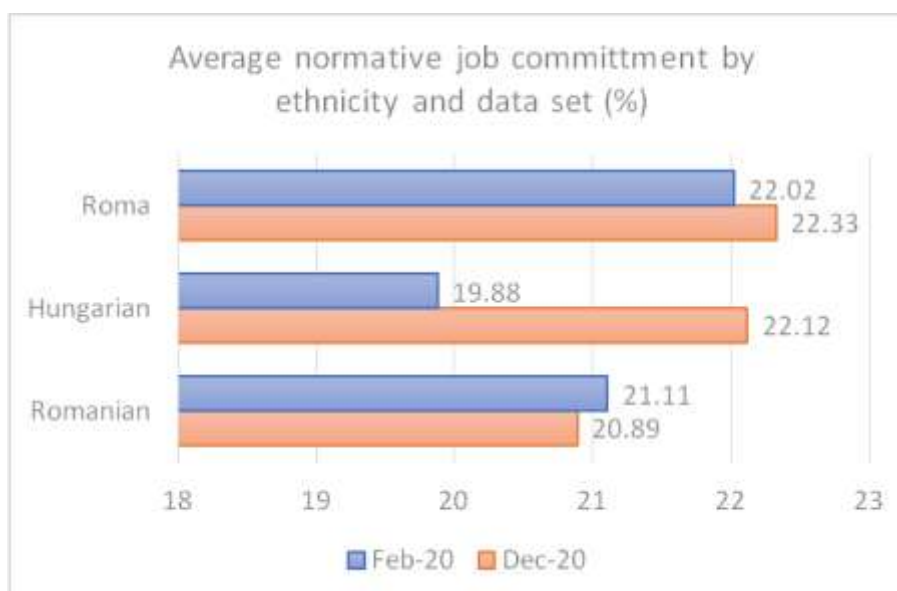
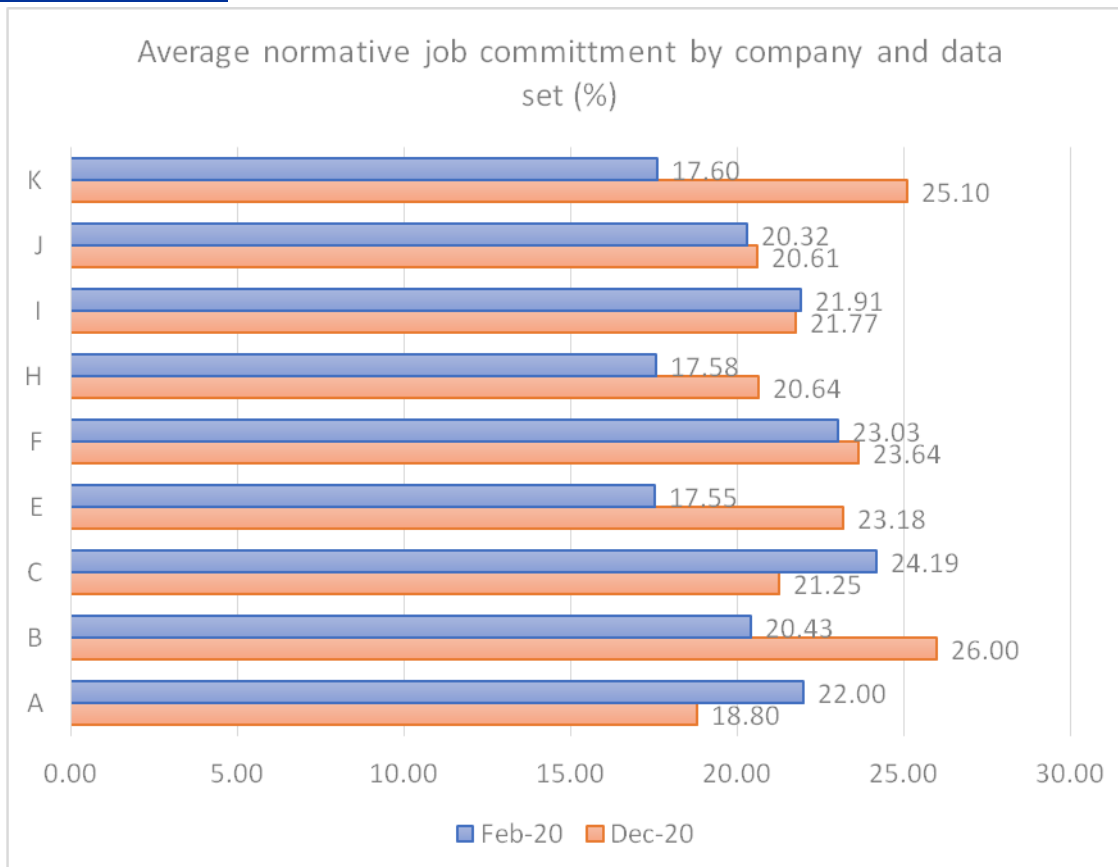
Set	Mean	N	Std. Deviation
February 2020	28.71	198	7.14
December 2020	29.29	211	5.69

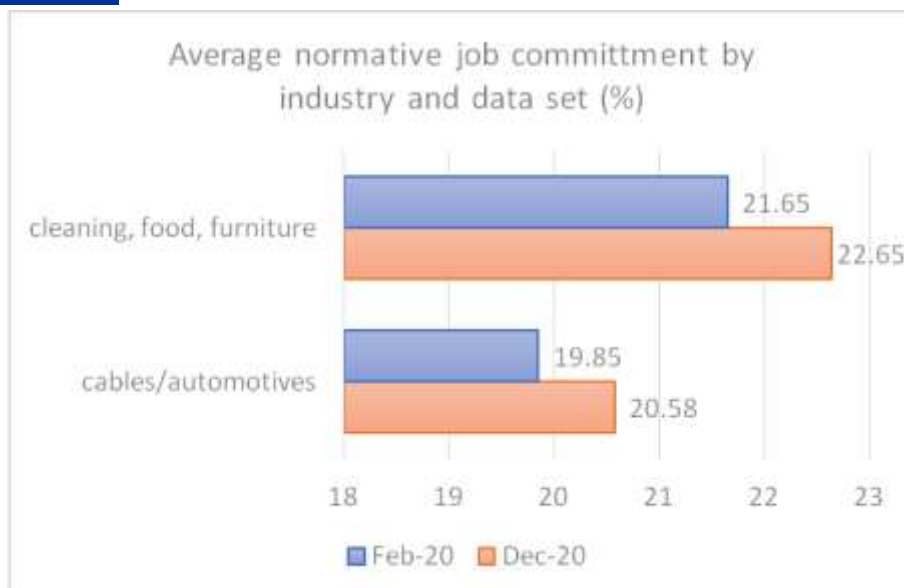






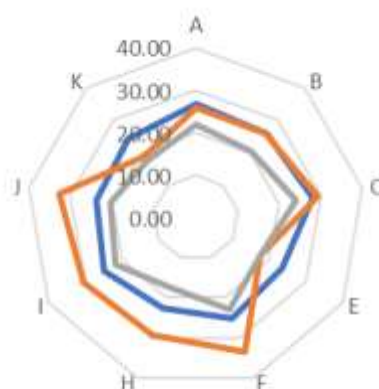
Set	Mean	N	Std. Deviation
February 2020	21.28	193	6.10
December 2020	22.00	211	4.57





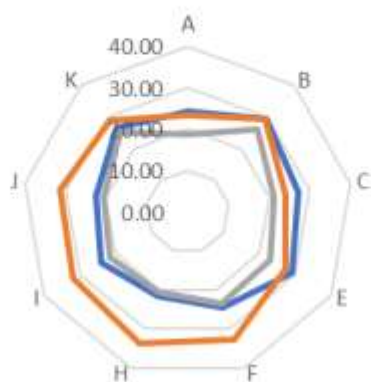
Job commitment profiles by company in February 2020

— affective commitment — continuancy commitment — normative commitment



Job commitment profiles by company in December 2020

— affective commitment — continuancy commitment — normative commitment





Stress at workplace

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

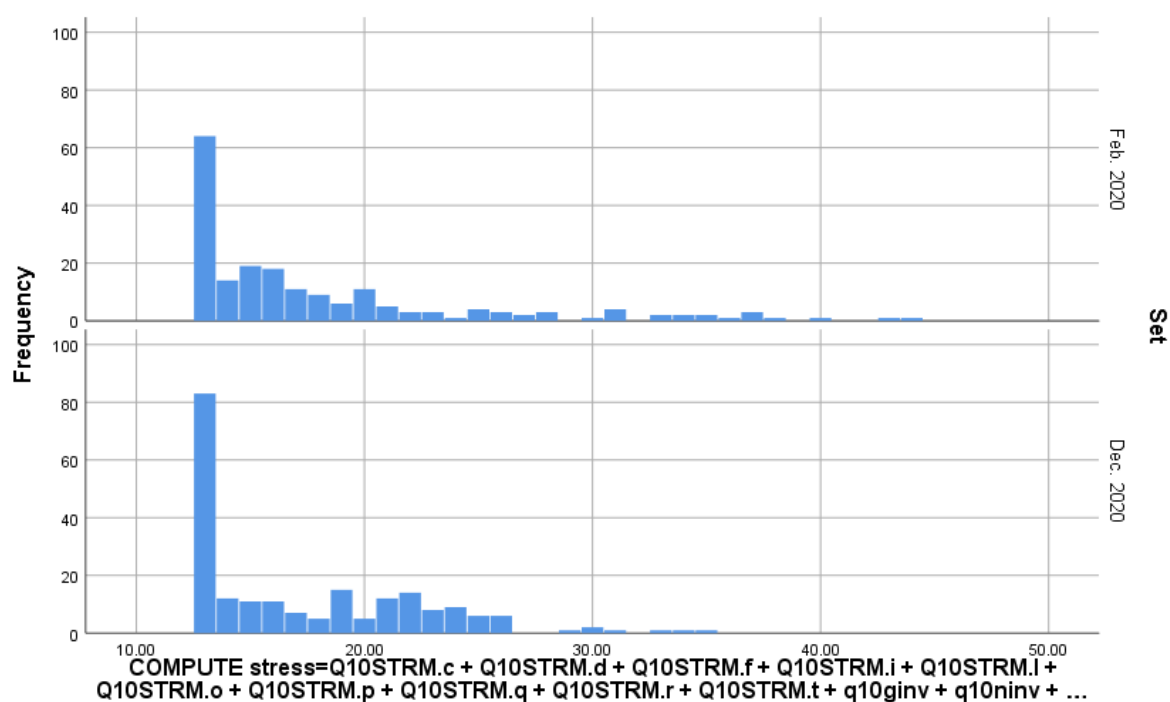
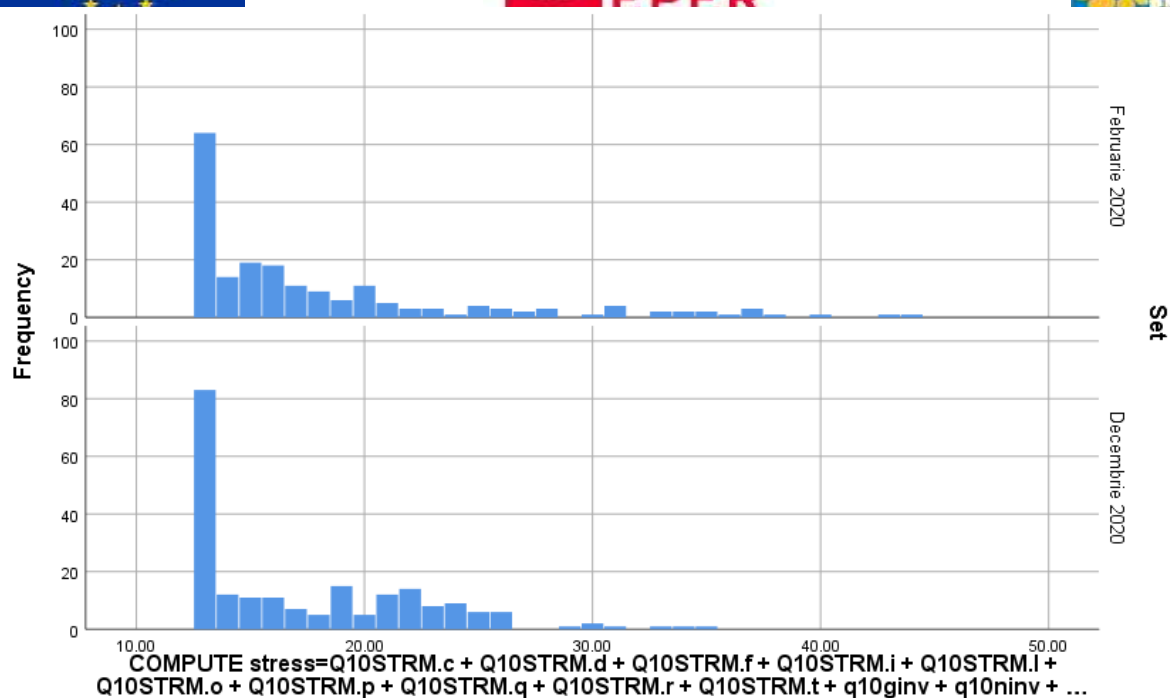
Factor	Items with loading>0,4	Eigenvalue (%) / eigen	Approximate suggested meaning
1	-A, B, -G, L, M, -N,	35,214%/7,04	Safety lack
2	C, D, E, R, Q, S	9,74%/1,949	Pressure
3	-H, I,	6,72%/1,344	Lack of resources/support
4	O, P	5,56%/1,1	Discrimination
5	-G, -J, K,	5,23%/1,05	Physical insecurity

On the basis of these analyses and of factorial structure I made a “general stress” scale comprising the following items ($\alpha=0.875$):

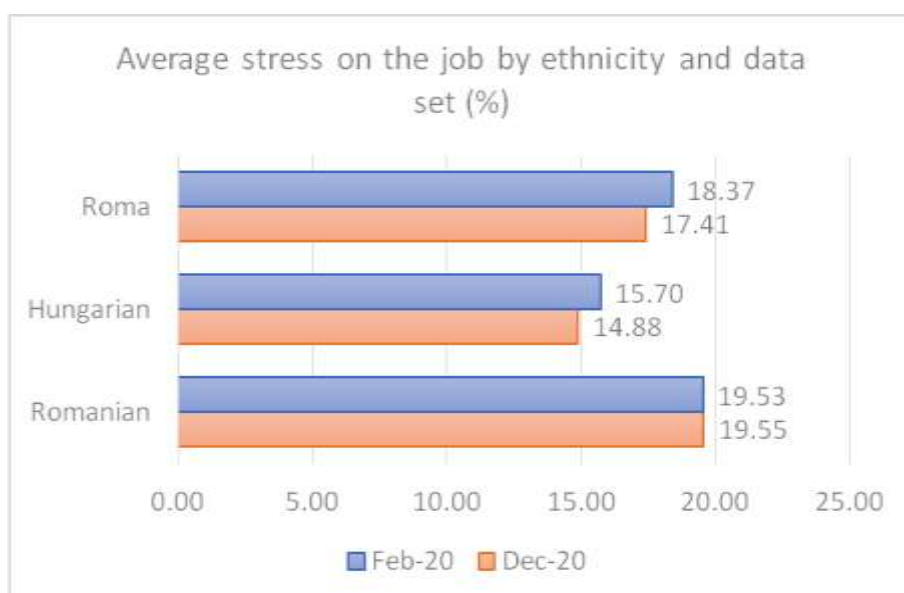
- I do not have enough time to finish all I have to do at my job.
- My work volume is too much for my job.
- I do not have enough space to develop my work.
- I have enough support as to do my work.
- I have difficulties in obtaining the resources I need to do my work.
- There are colleagues who are worse treated by supervisors than others due to ethnicity
- There are colleagues who are worse treated by co-workers than others due to ethnicity
- At my job 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 very early from home as to arrive in time at my job

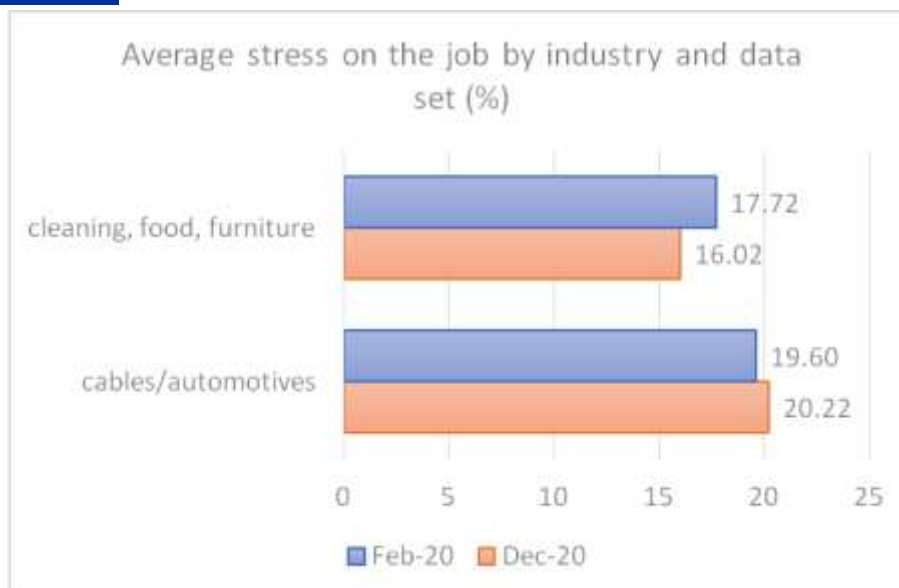
The higher the score is the higher is the stress felt by the employee at the workplace. The highest stress level with more than a standard deviation above that felt in other units was registered on February 2020 with G unit. On December 2020, the highest stress level was registered with E unit (unit G had no longer attended the survey).

The values of stress score remain mainly unchanged between the two dimensioning, both within companies, ethnicity and sectors of activity. Roma ethnicity employees and those from automotive wiring have the higher stress scores.



Set	Mean	N	Std. Deviation
February 2020	18.12	195	6.86
December 2020	17.39	211	5.00





Autonomy at workplace

The original scale was made of nine items of Likert type. The dimensionality analyses 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 – from the questionnaire) and alpha 0.941.

The data of this scale has 11 cases with absent values in the first survey.

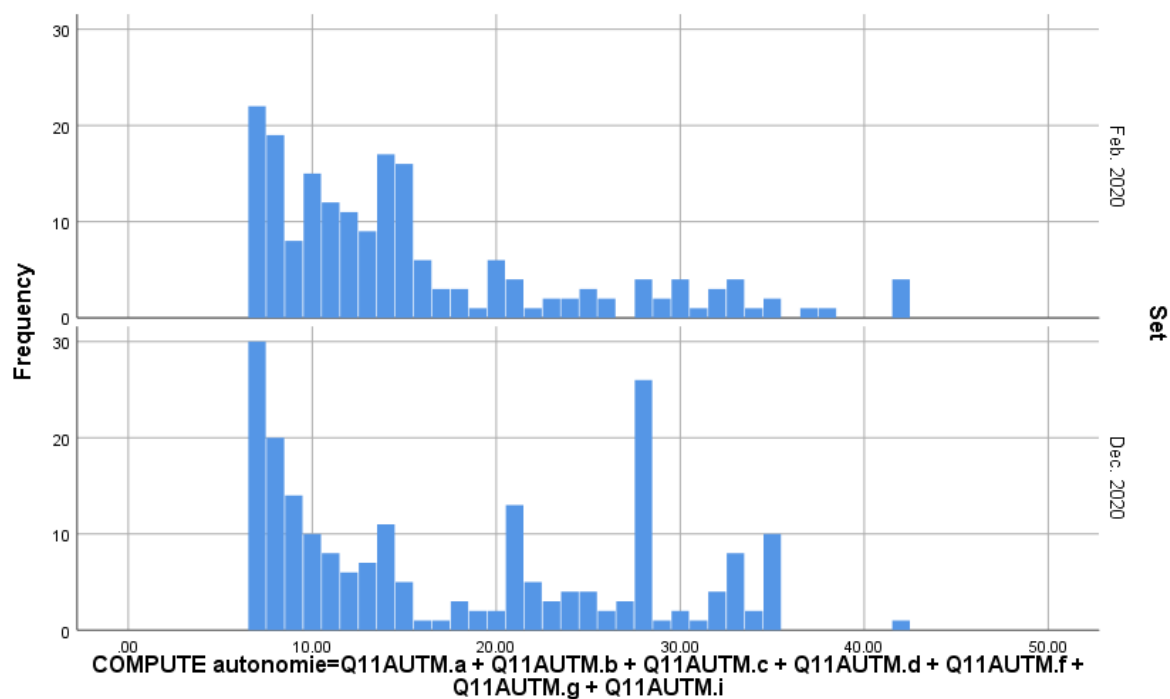
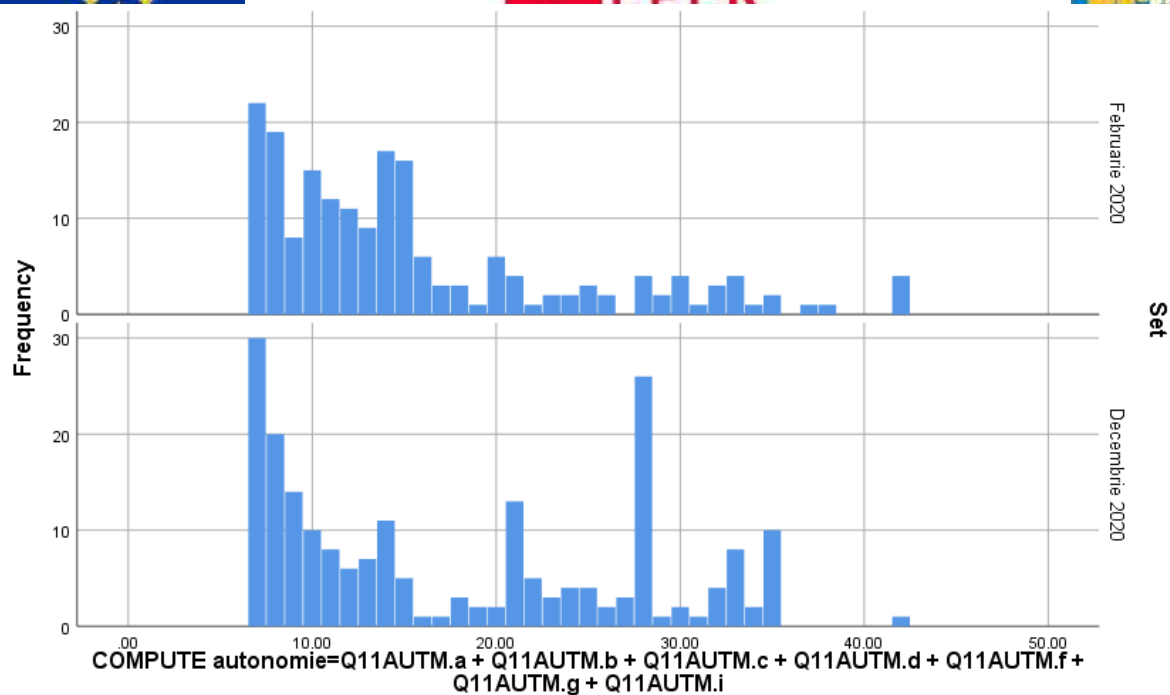
The higher the score the higher is autonomy felt.

The items of autonomy scale at job:

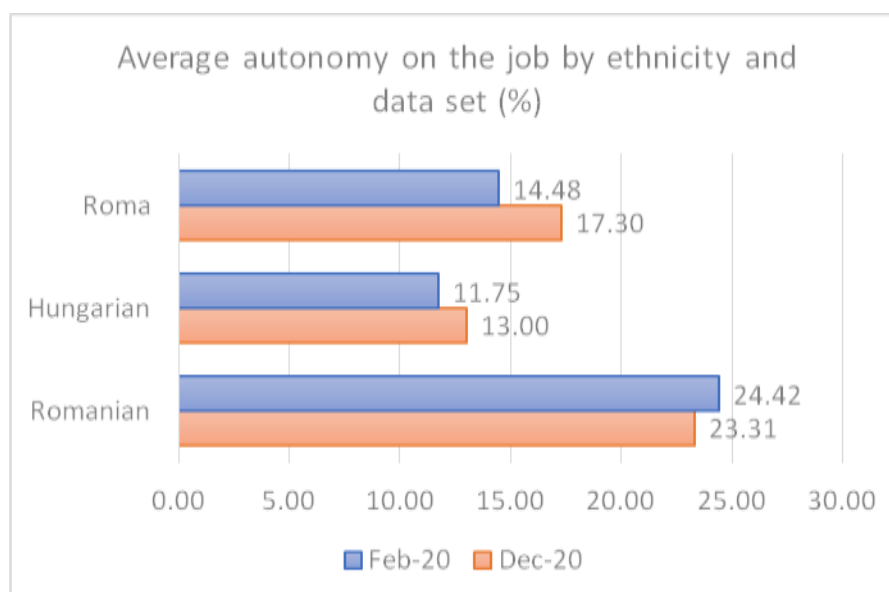
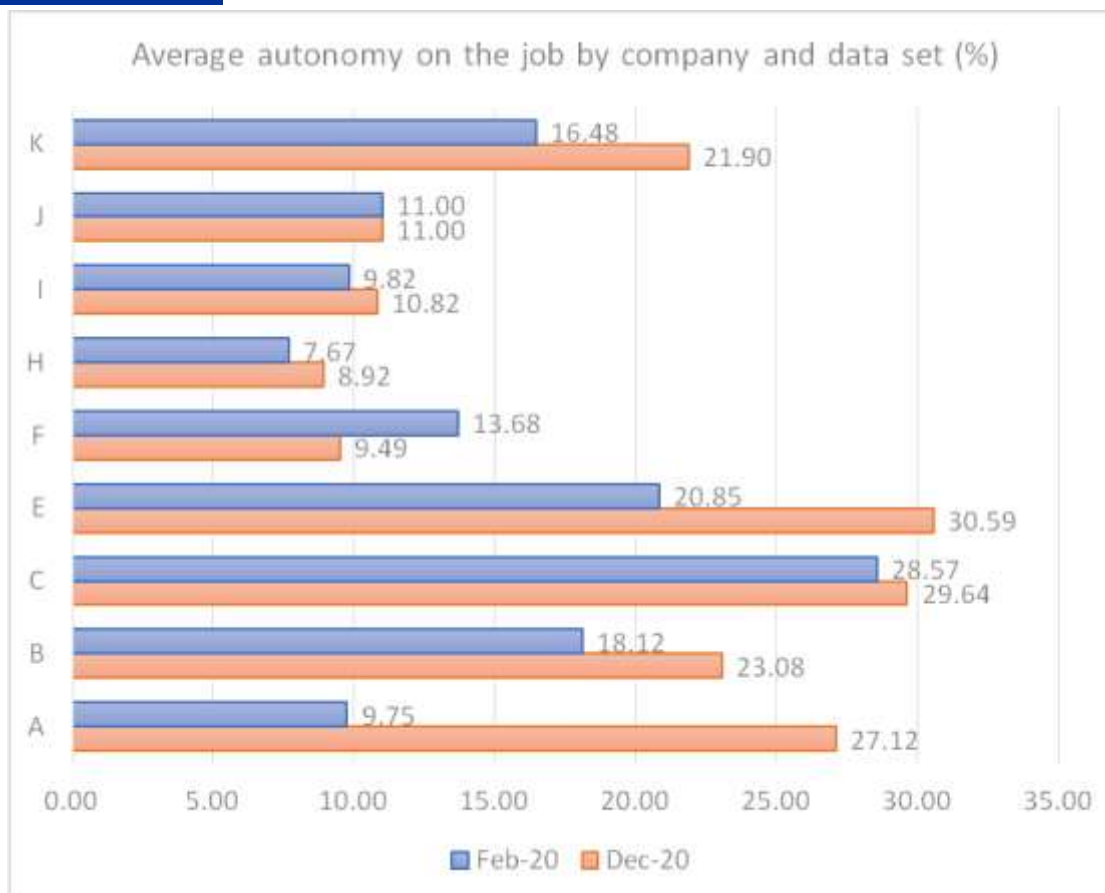
- It is my decision how I fulfil my tasks.
- I am allowed to choose the procedures to employ as to fulfil my tasks.
- I am free to choose the methods when complying with my tasks.
- I am in control with planning my work.
- My work is of the type that allows me to decide when running certain activities.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

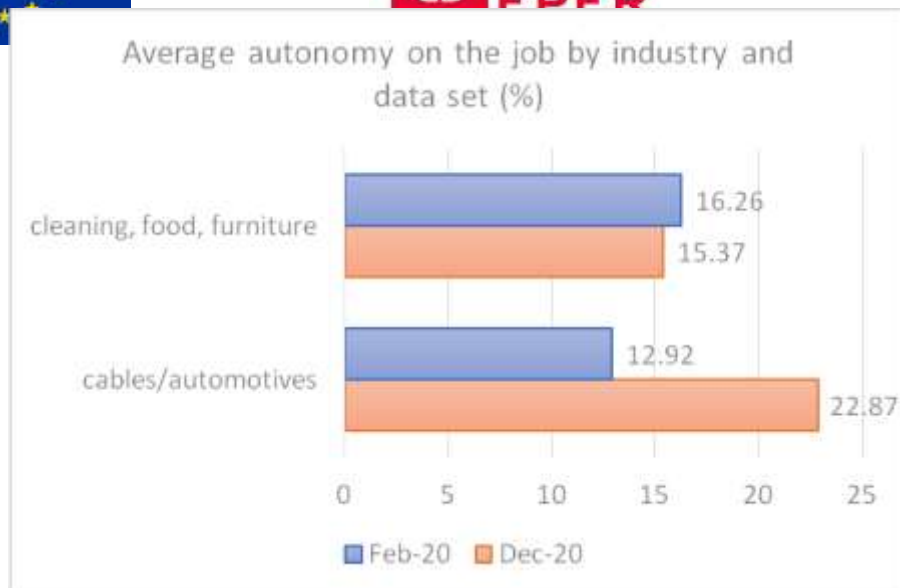
The autonomy score differences are very high between entities, reflecting differences between sectors. The variations between the two moments (February 2020 – December 2020) are also important. The highest autonomy is recorded with C and E units while in automotive wiring companies the autonomy is the lowest (G and H).

Romanian employees feel a greater autonomy at their workplace than the Roma and Hungarians. The variations in time are low on ethnicity but relatively strong on sectors. The autonomy strongly increases in case of employees of wiring/automotive sector.



Set	Mean	N	Std. Deviation
February 2020	15.61	189	8.63
December 2020	17.81	209	9.59





Attitude with work, time off, liberty (work Protestant ethics)

The scale has 12 items in total and the data of the first survey from which the scales were obtained had registered 7 cases with absent values.

Dimensionality analyses conducted with data of the first survey revealed that the scale has three dimensions (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 are registered significant means variations between companies.

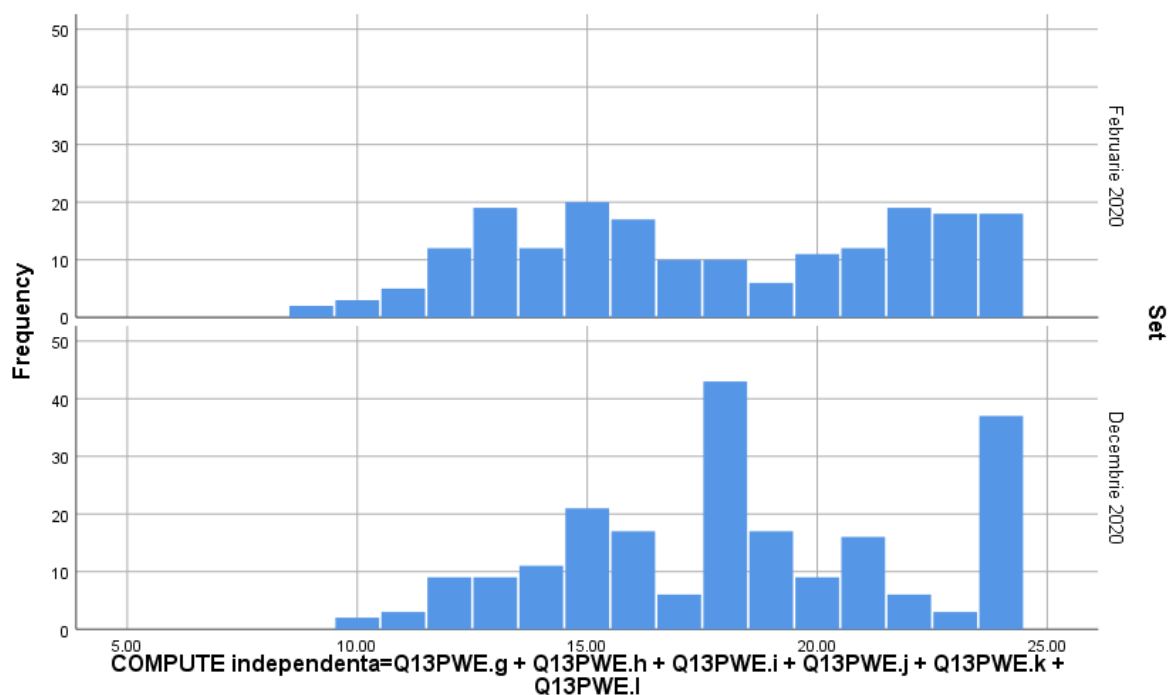
In A and K entities are the highest scores of independence appreciation. The "A" entity has also the highest score of time off appreciation. While hard working is appreciated to the similar extent in most entities, this score has lower values in E unit.

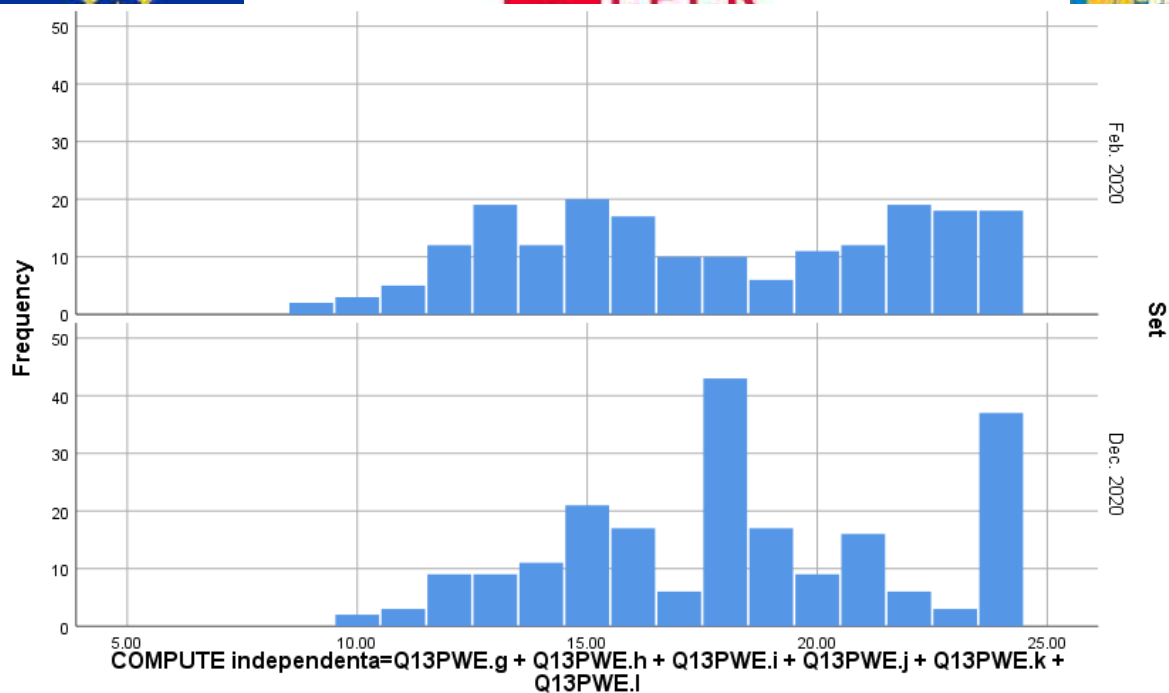
Independence was more appreciated in December 2020 than at the beginning of the year. This increase is due to score increase in case of employees of cleaning, food and furniture industry.

The scale of time off appreciation has a remarkable constancy at general level. However important variations are recorded inside the group: strong decrease in case of those from automotive wiring and of Hungarian ethnicity employees and increase in case of Roma ethnicity employees.

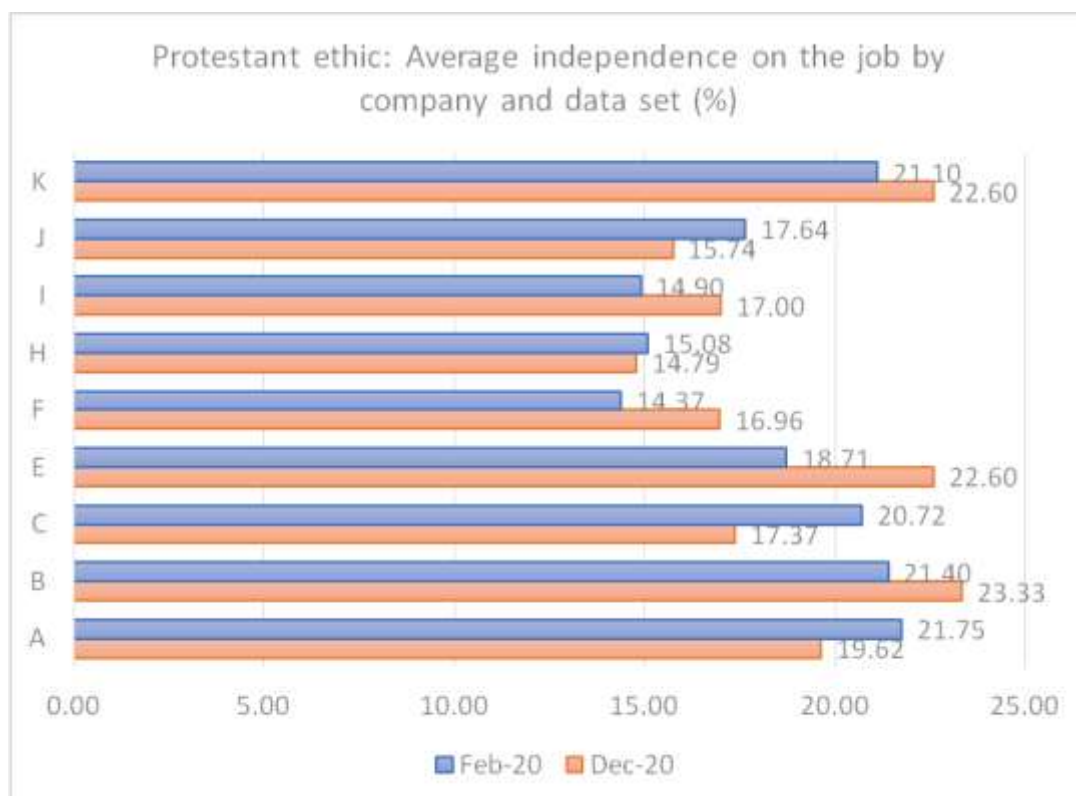
Hard work appreciation significantly decreases between the two moments. This decrease is particularly caused by that score decrease in case of employees of automotive parts sector and those of Hungarian ethnicity.

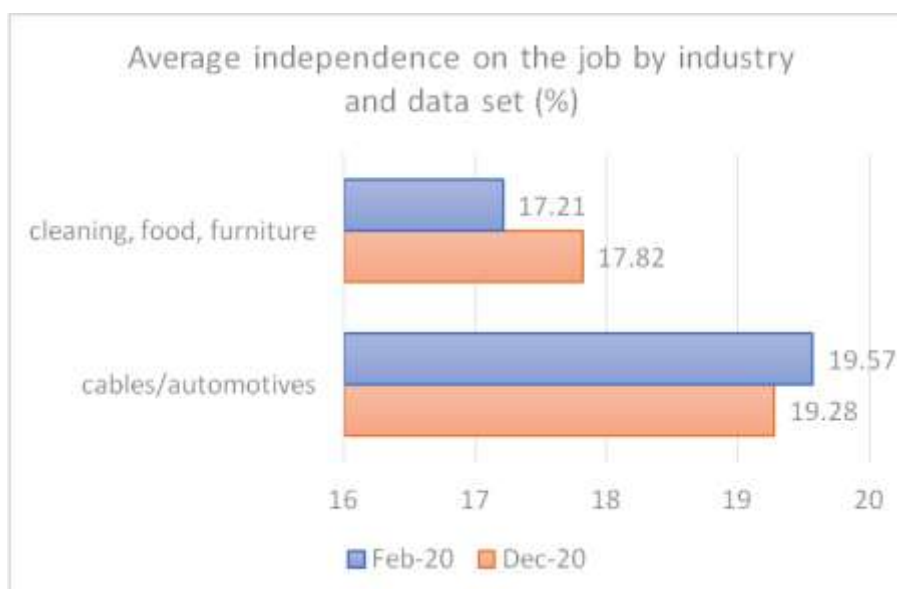
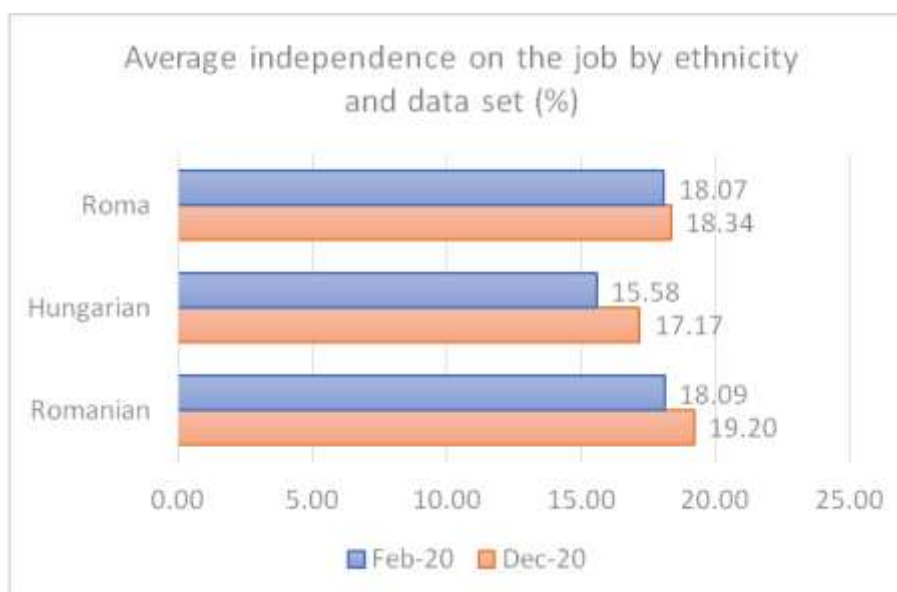
This decrease is mainly caused by the decrease of the respective score in case of employees in automotive parts sector and of those of Hungarian ethnicity.

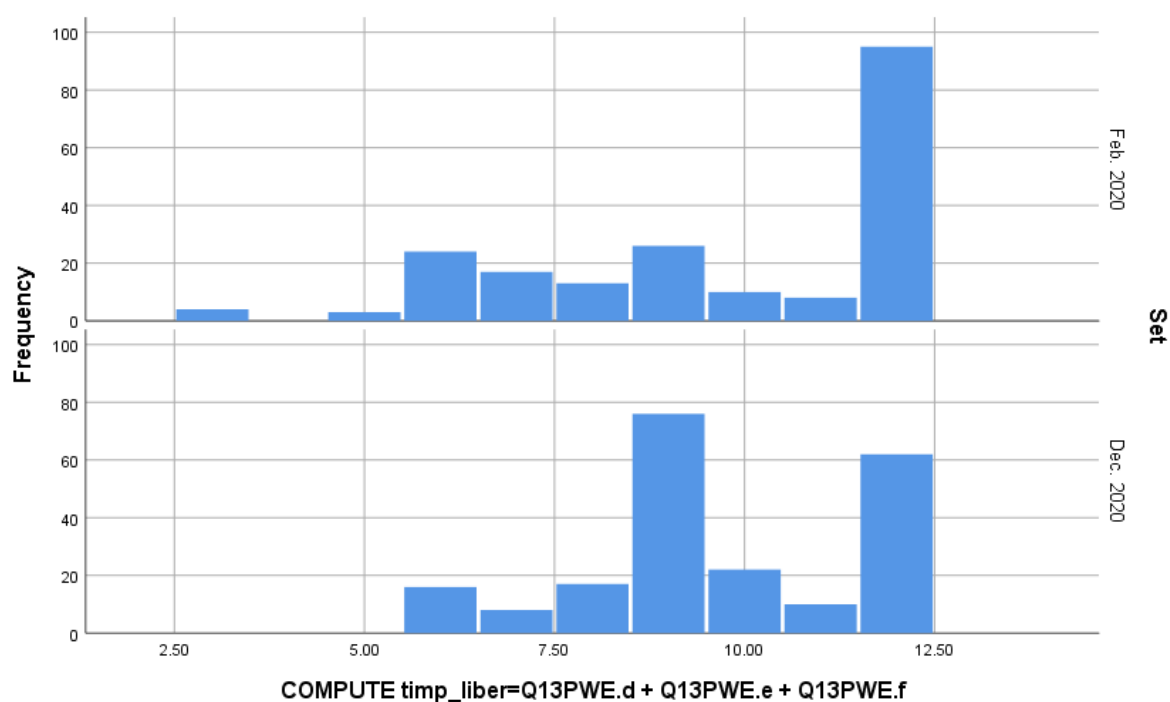
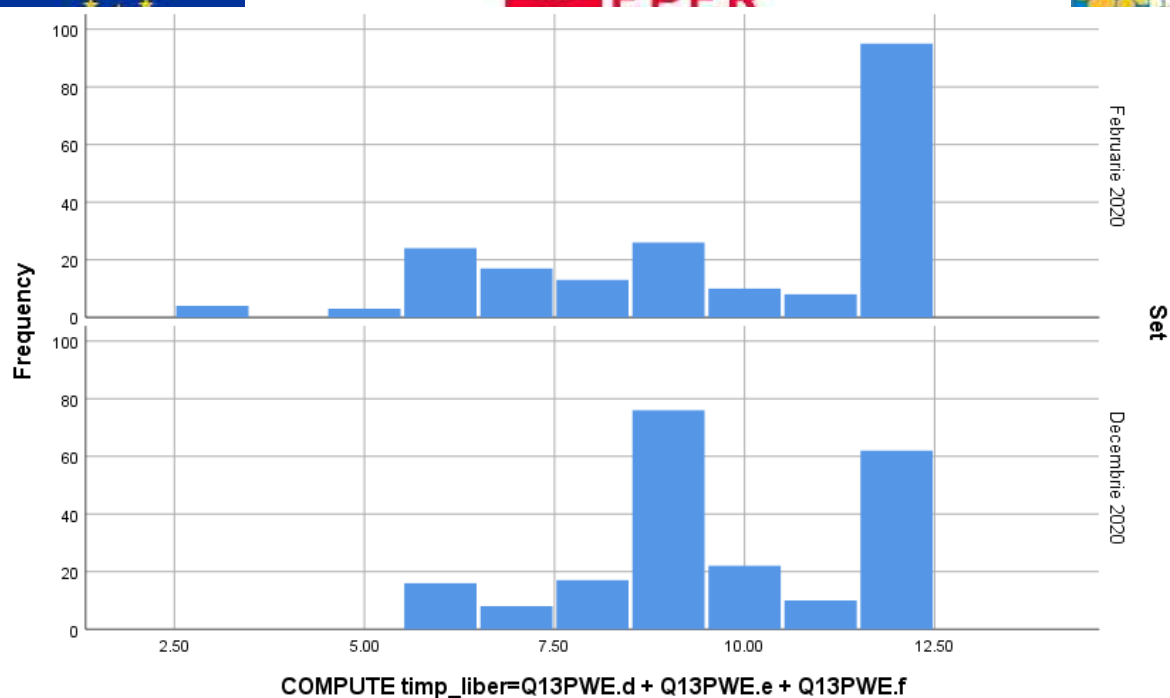




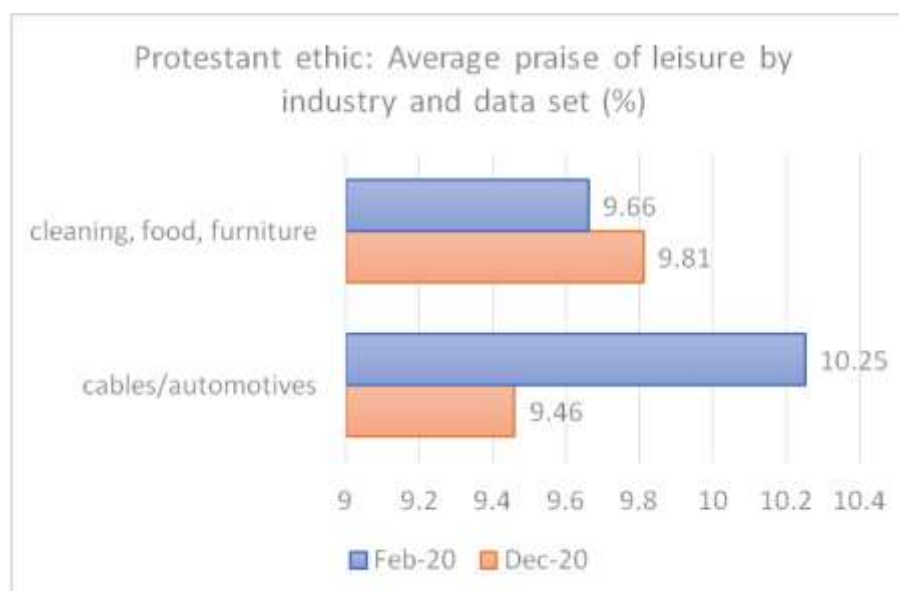
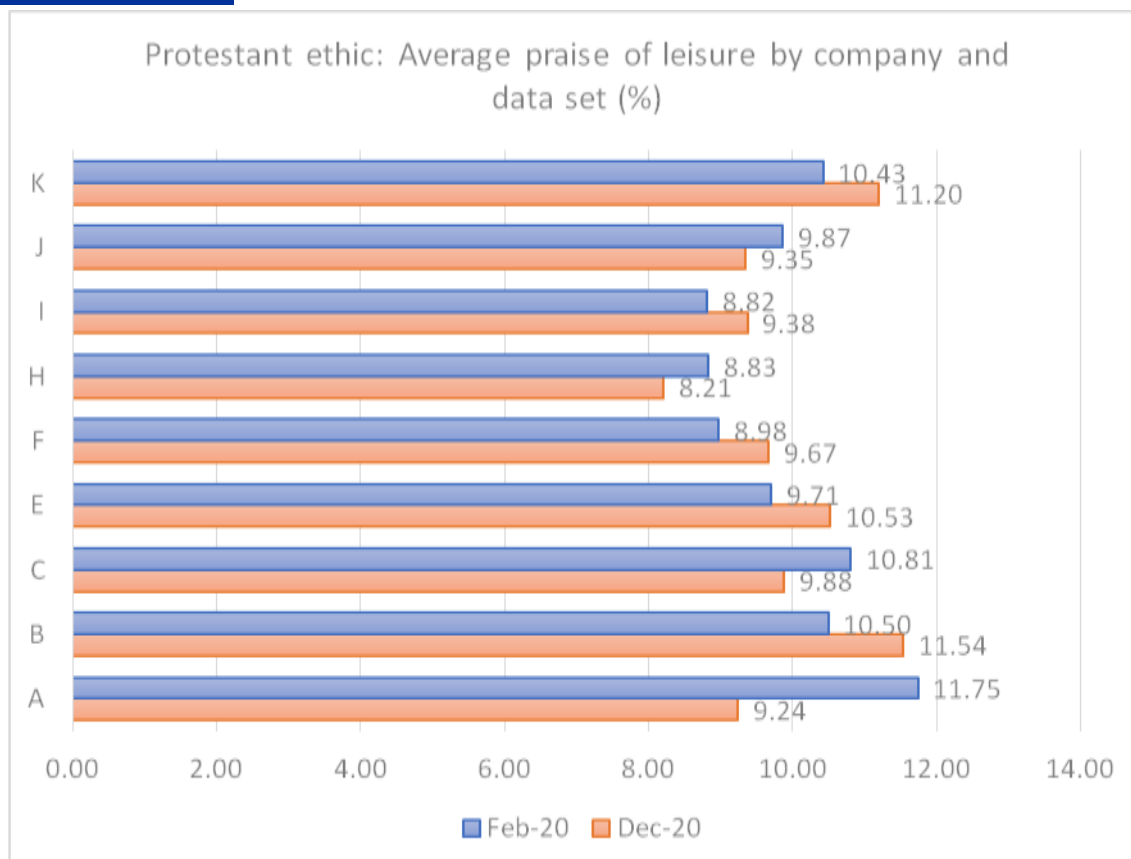
Set	Mean	N	Std. Deviation
February 2020	17.70	194	4.26
December 2020	18.29	209	3.76

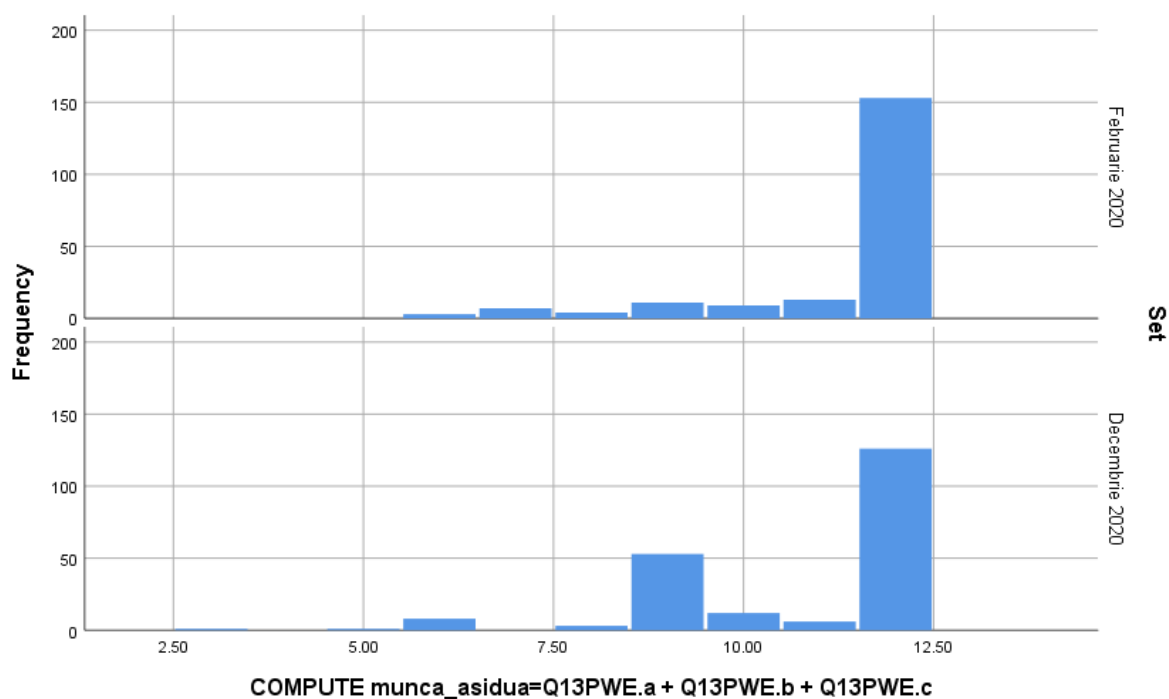
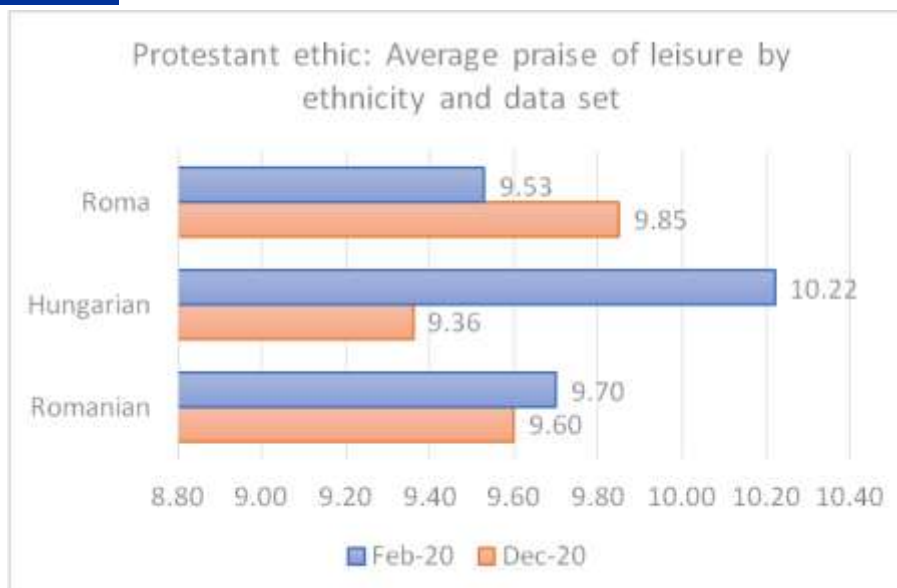


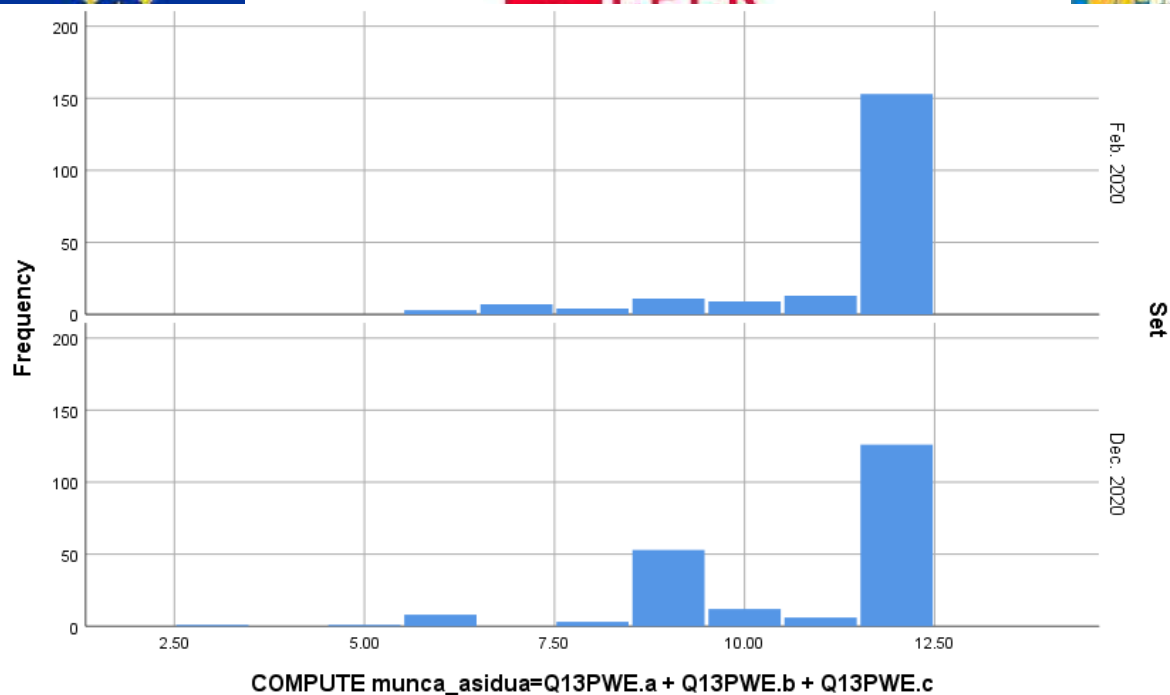




Set	Mean	N	Std. Deviation
February 2020	9.78	200	2.52
December 2020	9.70	211	1.84

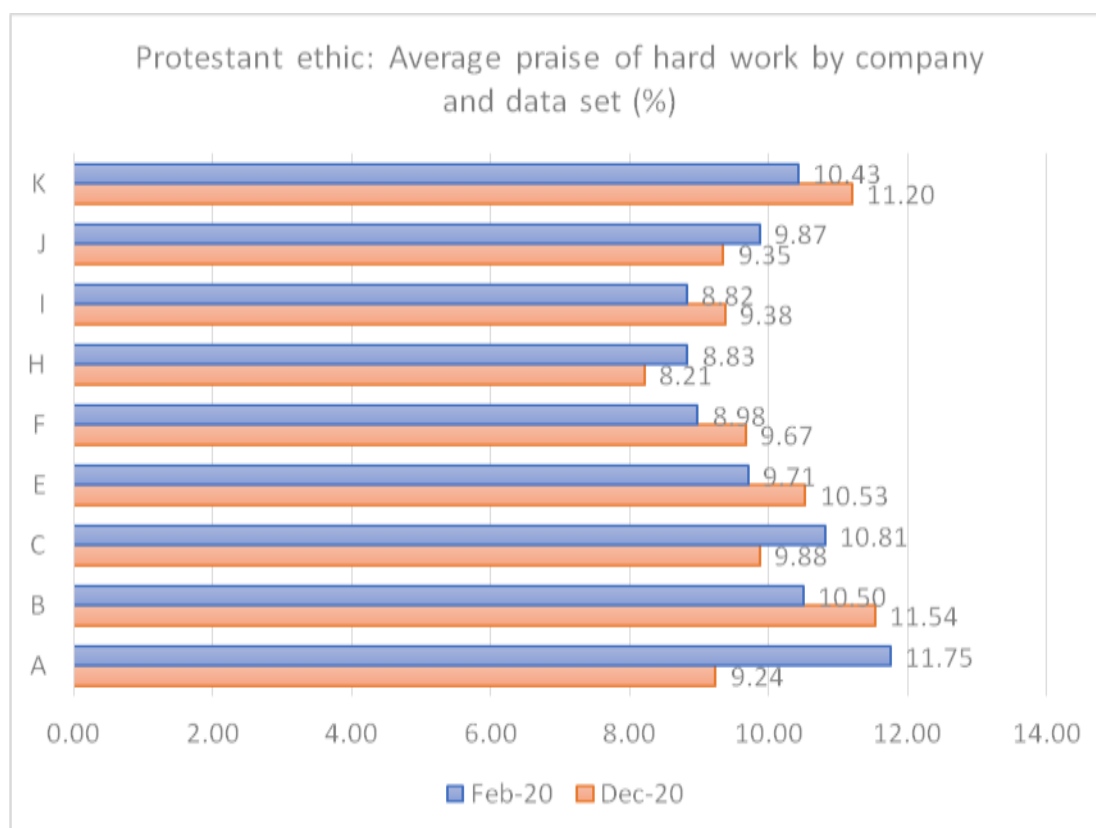


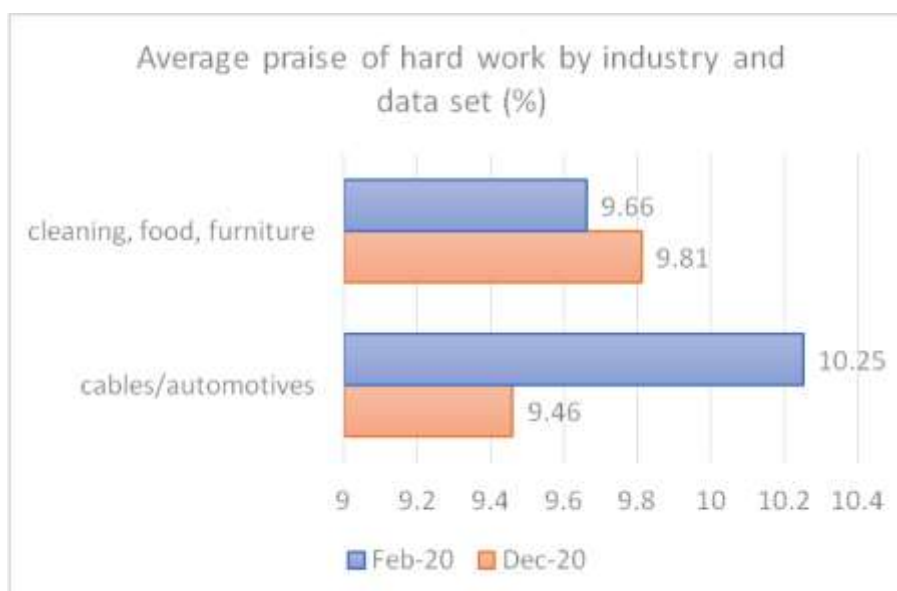
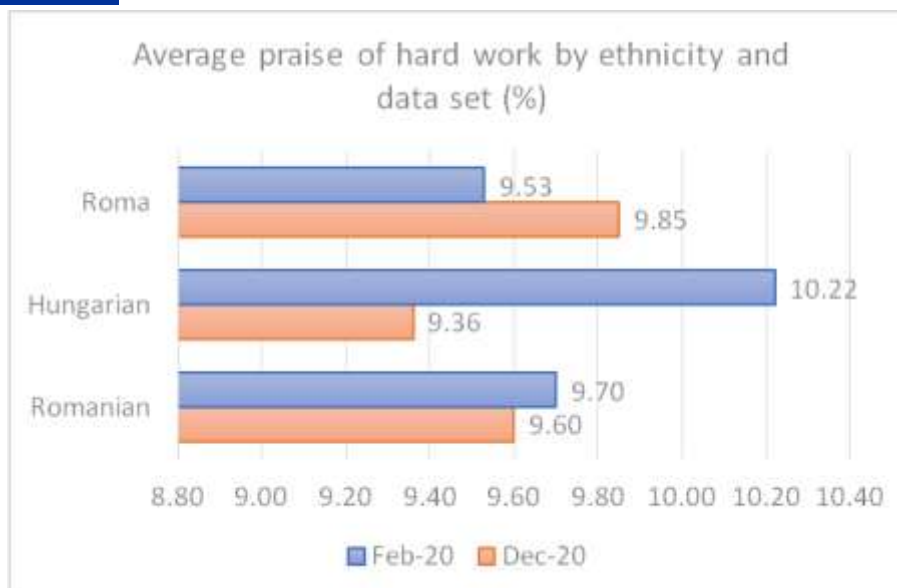




Set	Mean	N	Std. Deviation
February 2020	11.335	200	1.429
December 2020	10.738	210	1.781

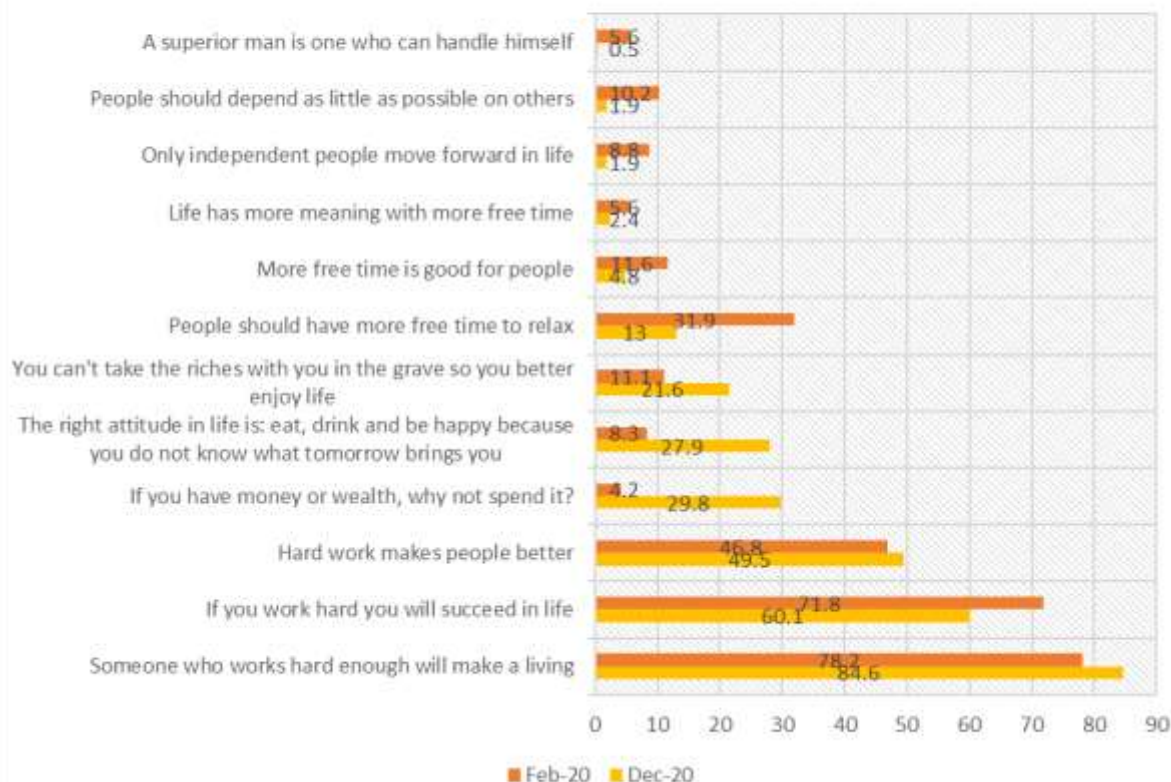
P(ANOVA)<0.01







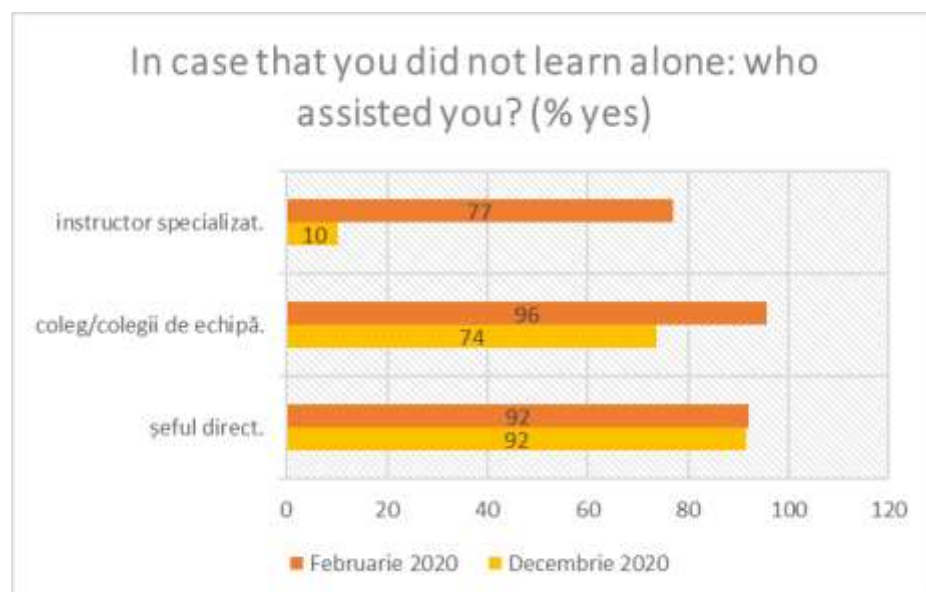
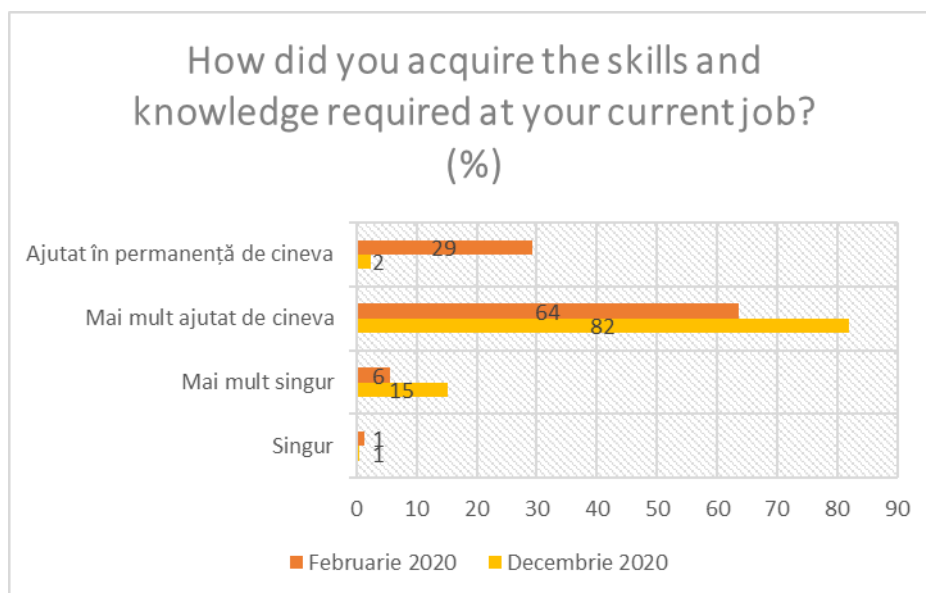
How much do you agree with the following statements regarding the importance of work and free time in one's life? Choose among them the three which are the most important (multiple response, % of cases)





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.

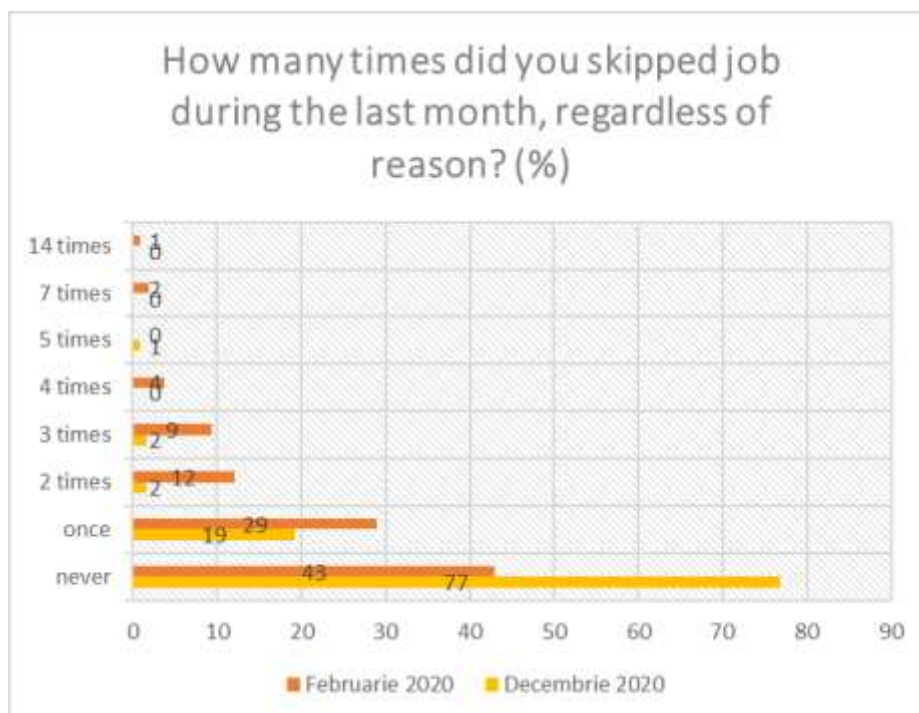
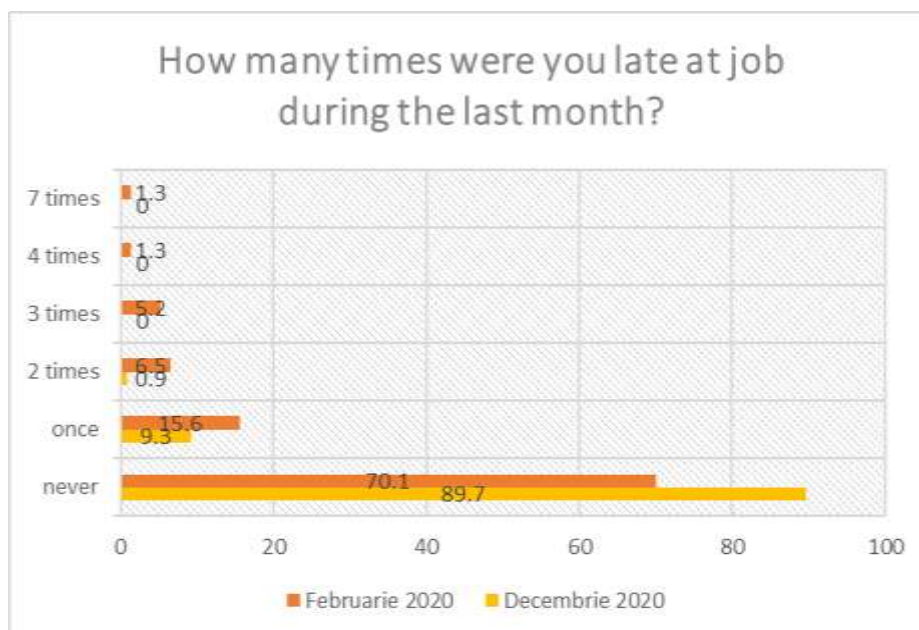


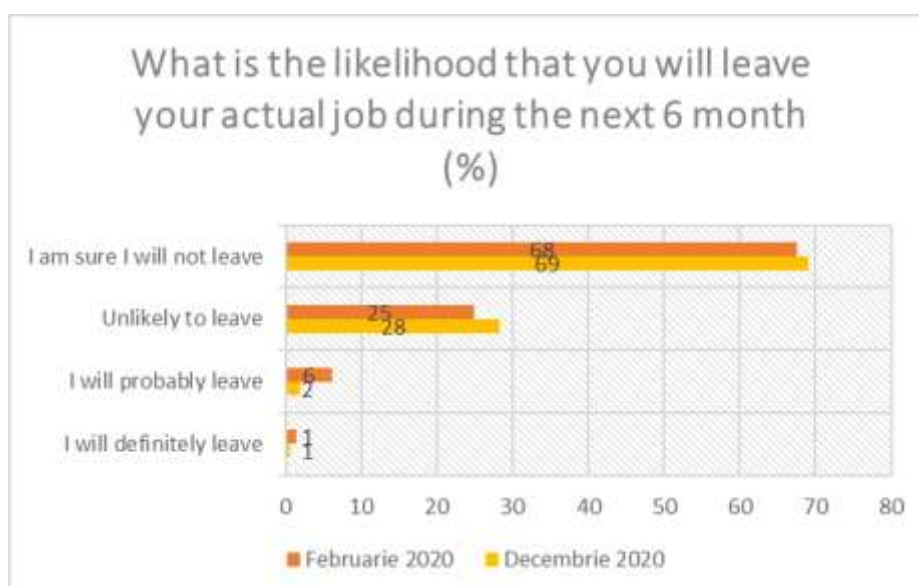
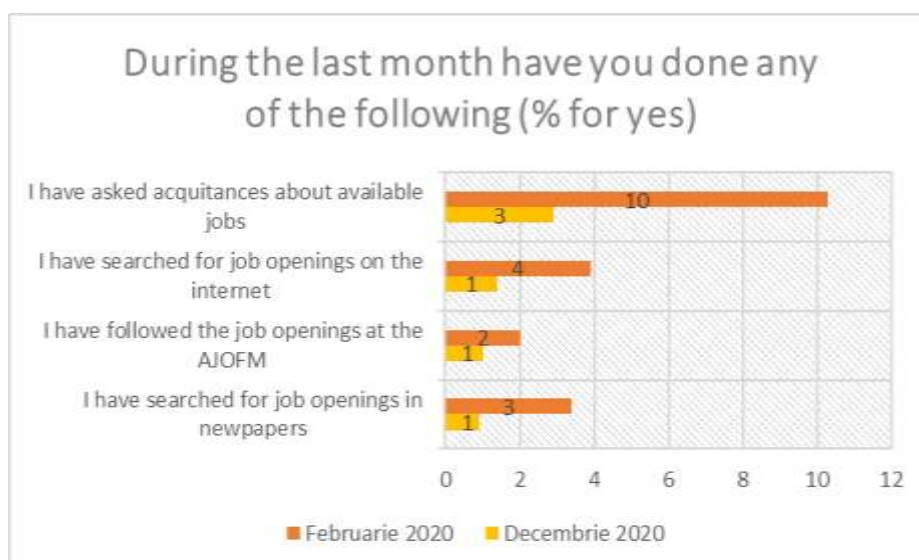
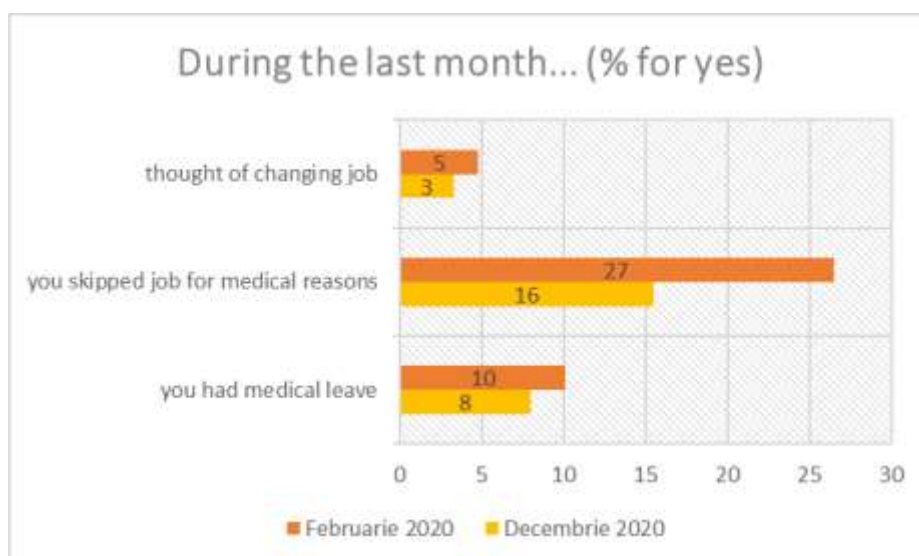


Behaviour when searching another job. Commitment / inconstancy

The data suggest that 7-10% of the subjects want to leave the current job and to take steps in this respect.

In the last month more than a third 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 other job.







Scale of another job active searching

Items:

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

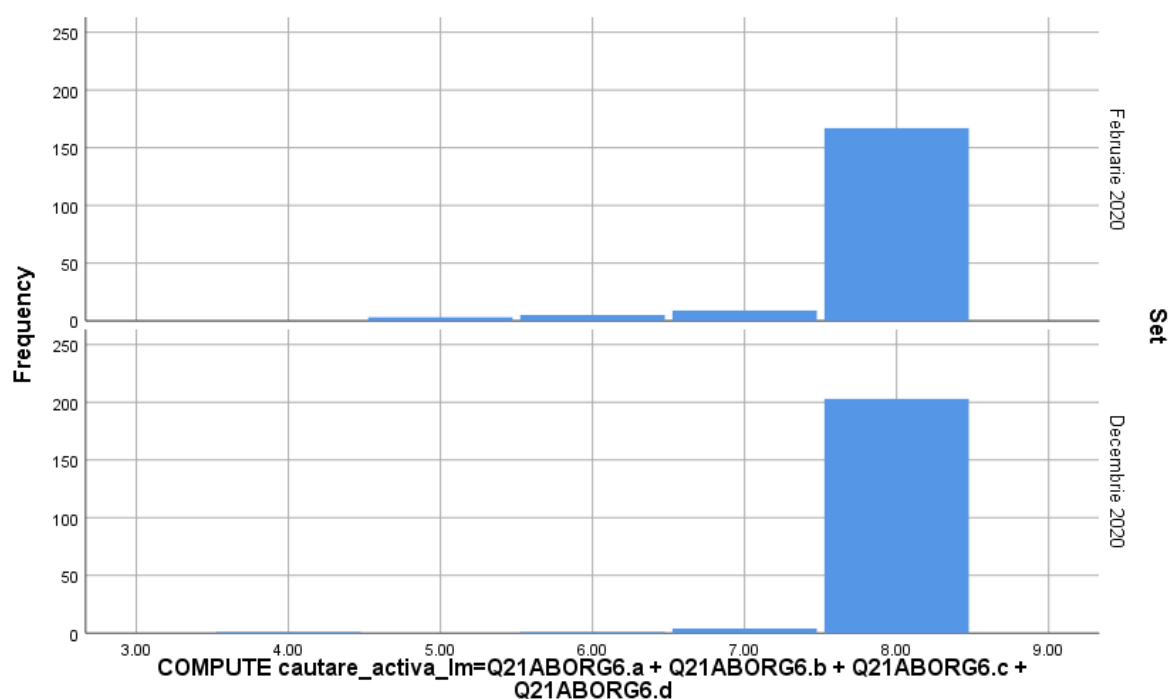
- I looked for jobs in the newspapers.
- I looked for jobs noticed by AJOFM (County Employment Agency)
- I searched for jobs on Internet
- I asked the acquaintances for a job

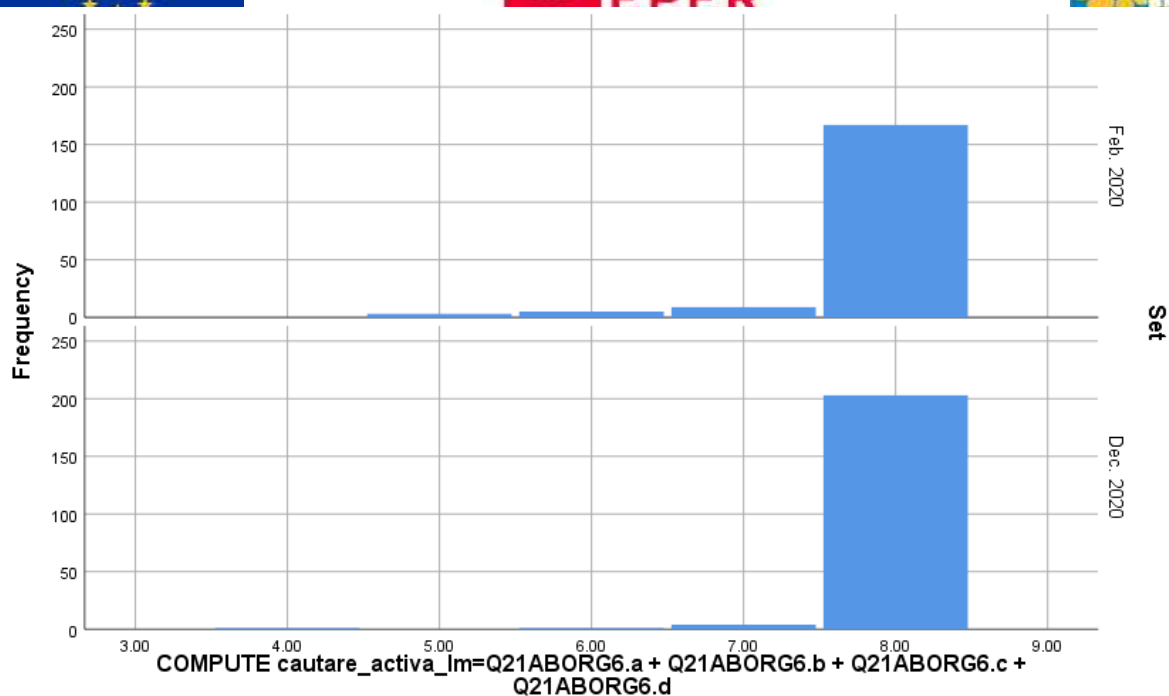
Psychometric properties (from the first survey):

Minimum=0, maximum = 8

- 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

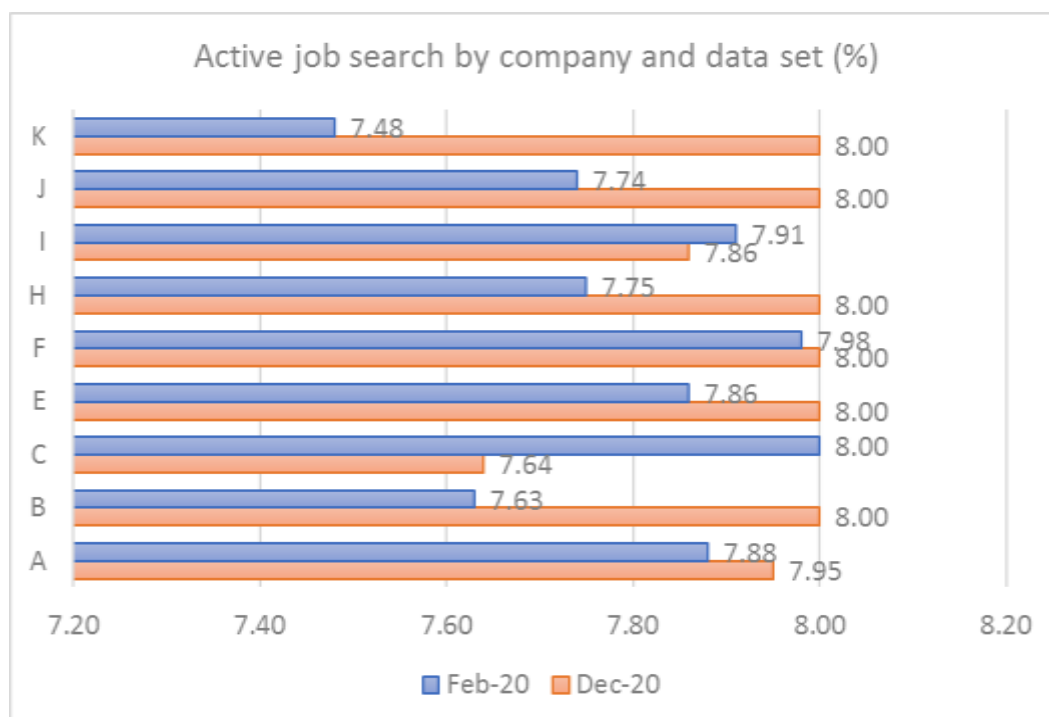
The score of job active searching increases significantly during the time of intervention. Romanian and Hungarian employees searched more keenly a job in December 2020 as 10 months earlier, while the same score varies insignificantly in case of Roma ethnicity employees. The increase is also higher in case of employees in vehicle parts field than for those in the other field.

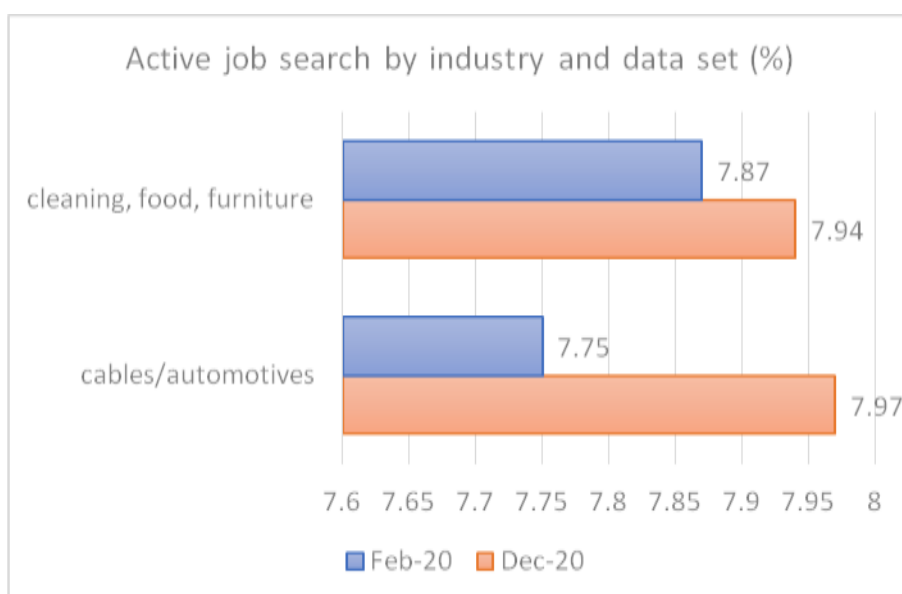
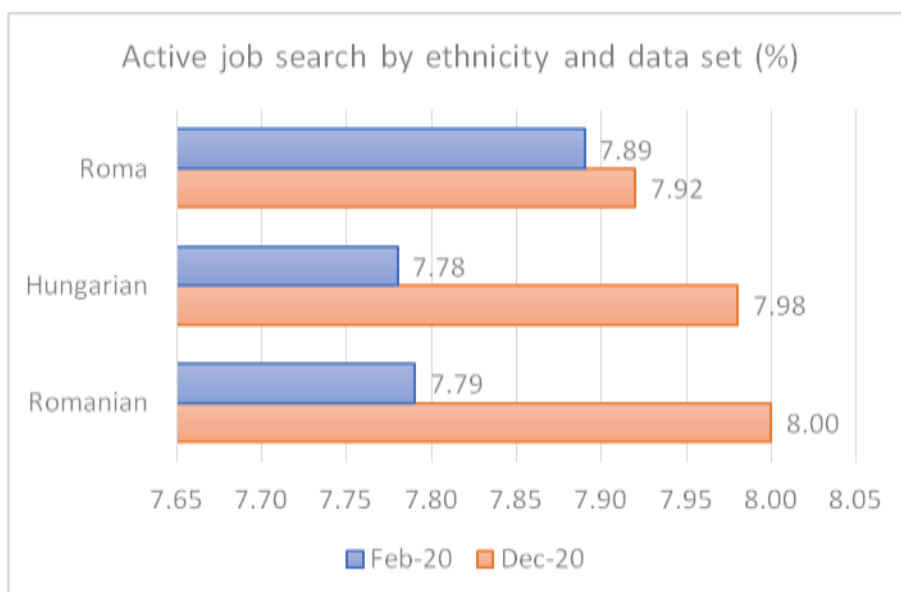




Set	Mean	N	Std. Deviation
February 2020	7.85	184	0.532
December 2020	7.95	209	0.336

$P(\text{ANOVA}) < 0,05$







Predictors of job searching behaviour

Objective

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

- Ethnicity and activity sector impact on job searching
- The pact 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 – 89.8% of the cases have null value, meaning that none of the behaviours used as indicators of other job searching is reported – and 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 made a more phases modelling:

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, social-demographic and context variables

Independent variables

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

The impact of the level of training was also bivariated tested but it was insignificant.

The models as separately elaborated by sequential removal of insignificant parameters on the two data sets have low explanatory capacity but also different parameters. As for the data of February 2020, R2 Nagelkerke is of 0.06 while for the data of December 2020, R2 Nagelkerke is null (0).



In case of data of the first survey, before the pandemic, excepting the age, all other variables have insignificant parameter. The simple regression model of the dependant variable, as depending on the appartenance or non-appartenance to „under 30 years” category, has R² Nagelkerge of only 0.06.

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 ^a	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 for a job than the older ones.

As for the data of December, modelling had not retained any variable as having significant effect.

Job searching and psycho-sociological scores

Independent variables

The scores of:

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

According to the data of February 2020, three of these variables have a significant impact on dependent variable variation: continuance, affective commitment and stress at job. 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 cut-off probability of 0.2 computed on logistic function basis).

In exchange with the data of December 2020, the regression model has a much lower explanatory capacity, R² Nagelkerke of 0,168 with a single significant predictor: satisfaction with the workplace.

Data of February 2020

Variables	B	S.E.	Wald	df	Sig.	Exp(B)
affective_commitment	-.203	.056	13.209	1	.000	.816
continuance_commitment	-.111	.055	4.172	1	.041	.895
Stress	.111	.050	4.960	1	.026	1.117
Constant	2.499	2.351	1.130	1	.288	12.174



Data of December 2020

Variables	B	S.E.	Wald	df	Sig.	Exp(B)
Satisfaction	-.501	.203	6.104	1	.013	.606
Constant	4.752	3.172	2.245	1	.134	115.824

Conclusions

Searching for a job in case of interviewed subjects is a phenomenon without a strong structural determination. The predictive modelling of an active job searching had made models with a much higher explanatory capacity with the data gather before pandemic (January-February 2020) than those gathered in December 2020 when models are much weaker from explanatory point of view. The inconsistency of models made on the two data sets is nevertheless hard to explain only through pandemic impact.



Managers and Human Resources Specialists' Attitudes

Introduction

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

This part of the report is strictly descriptive and the comparisons are to be made only between the two data sets, those gathered on February 2020 and those gathered in December 2020.

Sample description

The interviews were face to face at subjects' workplaces.

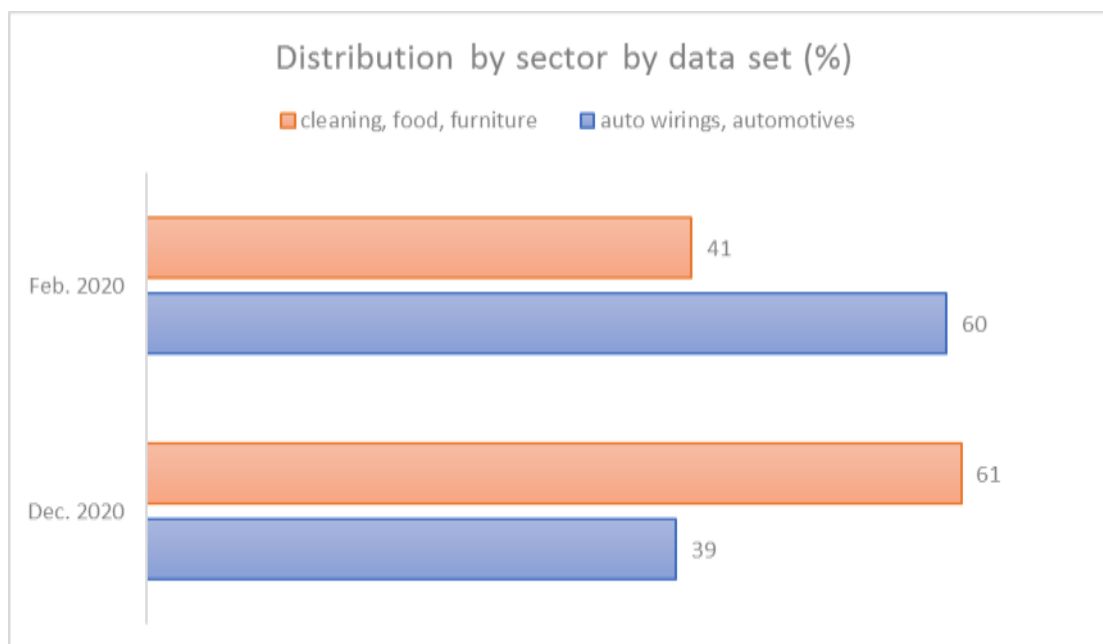
- February 2020: 74 subjects, employees in 10 companies – of Cluj and Bihor Counties.
- December 2020: 71 subjects, employees of the same 10 companies – of Cluj and Bihor Counties.

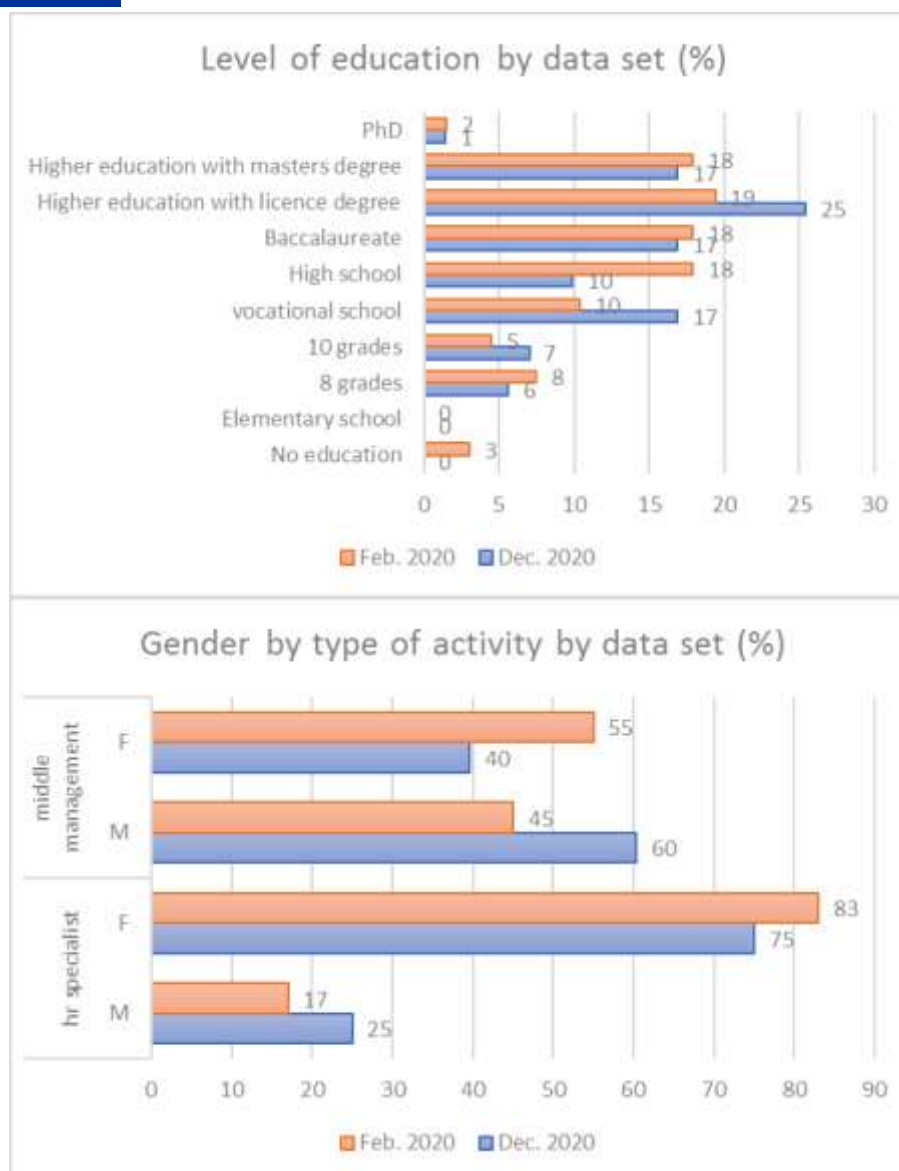
Cases: employees of middle management and human resources in charge persons. As concerning distribution on sectors there are significant differences between the two data sets.

In the first data set, 43 (58%) were employees in companies for automotive parts and wiring, and the remaining in sanitation, furniture or food industry. These percentages are upturned in the survey of December 2020 when the respondents of automotive sector were 61%.

The great majority of the subjects in this survey is personnel of middle management category (around 80%) and the data show the fact that human resources personnel is preponderantly of feminine gender, while middle management is balanced from gender point of view.

Code	February 2020	December 2020
A	25	20
B	10	7
C	3	4
E	14	12
F	7	10
G	1	0
H	8	1
I	1	6
J	1	7
K	4	4





Results. Variations during the time of intervention

Personnel motivation

The managers consider that the best methods to motivate the operating personnel are: granting some stipends and bonuses and ensuring friendly, warm working conditions. The reasons for which the employees leave more often their workplaces, as the managers say, are 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. In December 2020 the discipline issue is less critical, increasing the importance of respect with hierarchy and other company loyalties. The managers deny Romani discrimination or marginalisation.

Personnel Recruitment Policies

In the studied companies, employment is carried out both by entering into an employment agreement with the company and also by a contract with a company renting personnel. In the second study, the percentage of those applying personnel renting is much lower than 10 months earlier.



The most efficient technique for integrating the new employees is mentoring, which however is the most performed one.

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

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

Personnel Training

Almost all companies apply on-the-job training and very often on-the-job courses are held. Usually, the financial support for attending traineeships is not granted.

In most cases, the employees percentage attending during a year at least one traineeship is under 10%.

Personnel Assessment

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

Managing personnel fluctuation issue

More than half of the subjects consider the personnel fluctuation issue as critical. The number of those considering difficult to recruit operating personnel within company is even higher.

The most frequent solution mentioned to lessen personnel fluctuation is in both surveys granting higher wages. The percentage of these answers is lower but is significant in December 2020. After pandemic, HR specialists and managers consider more often the personnel fluctuation issue is not an important one and that a solution to this problem is employing more adequate personnel. Apparently, after pandemic, workforce offer perception is a more optimistic one among managers.

As considering personnel selection and training, we may notice more differences between the two moments:

- All procedures of inserting employed personnel with lower incidence in February 2020 survey have in December 2020 a much higher incidence (80-90% of the answers).
- On-the-job training and starting some courses at the workplace receive various answers.

The percentage of personnel attending each year professional training programme increased. Moreover, the respondents report more frequently the fact that professional training certificates are granted to those attending such courses/traineeships.

The methods of personnel assessment had not been changed apparently during the project – the most frequent tool are using the measurable results or by team leader periodic assessment.

The main indication employed to identify the employees intending to leave the company is their level of participation (commitment). As to avoid this, the managers most often apply advice and motivational type of conversations. Wage increases are rarely applied although they recognise that this is the best solution.

It is a spectacular increase of middle management respondents' percentage reporting that they hold interviews with those intending to leave the company.

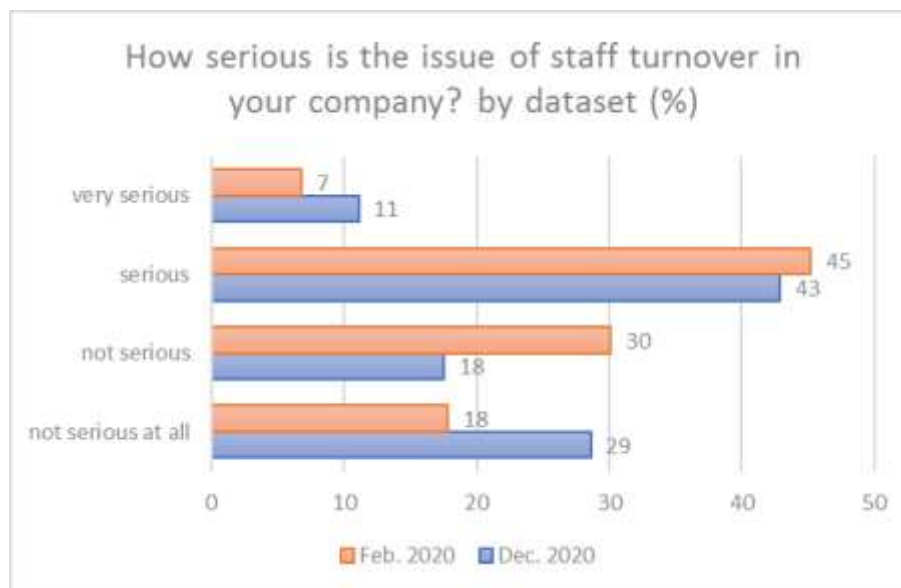
The exit interview is more often held by the in-line manager or human resources manager. These interviews are most of the time held face to face before leaving the company.



During project (pandemic) time, the perception of middle management relations with all employees' categories (managers, co-workers, operating personnel) seem to have been improved.

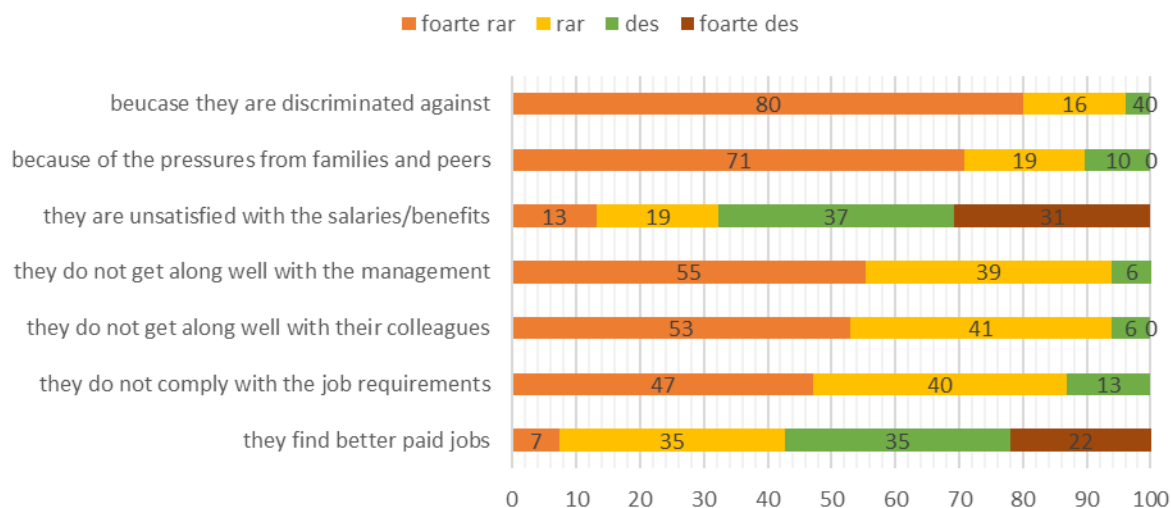


Diagrams

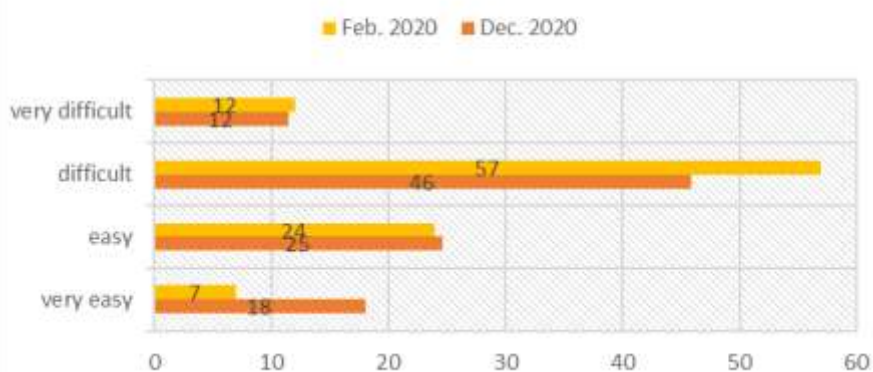




Which are the reasons for which manual laborers from your staff leave your company? (%) - December 2020



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

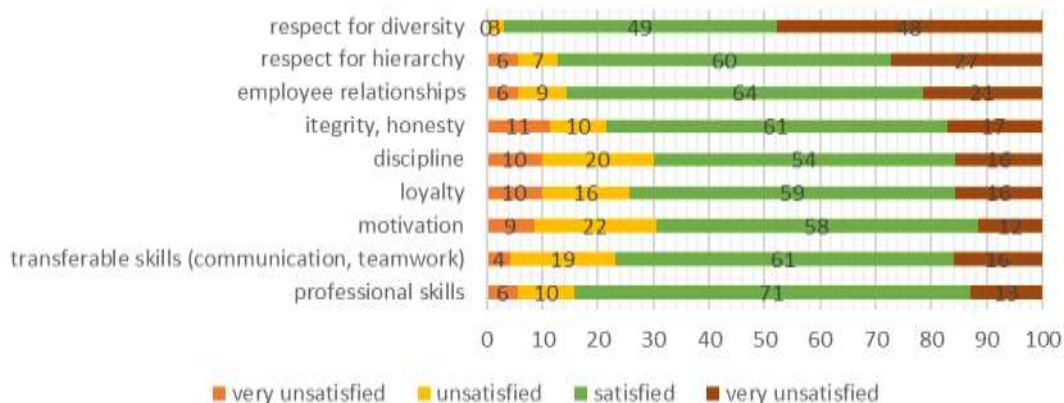




How satisfied are with the following traits with respect to your companies laborers (%) - February 2020

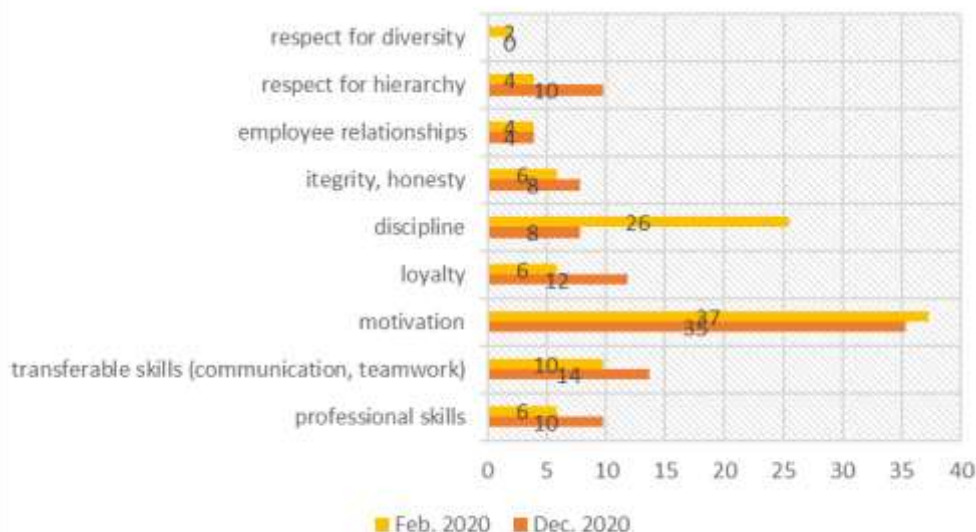


How satisfied are with the following traits with respect to your companies laborers (%) - December 2020

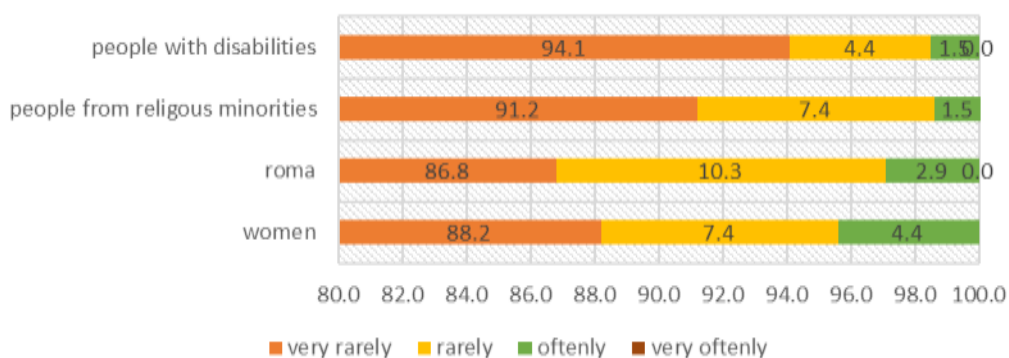




Which of the aforementioned traits
produces the least satisfaction by data set
(%)?

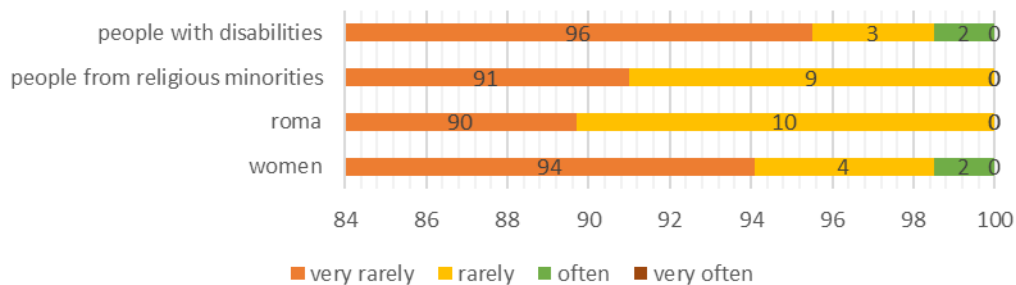


In your opinion, in your company, are there
situations in which people from the categories
mentioned below may feel excluded,
marginalized? February 2020 (%)

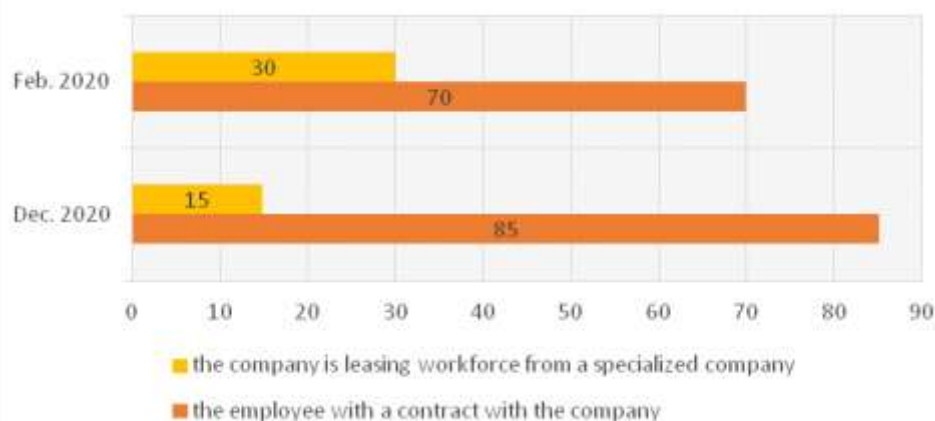




In your opinion, in your company, are there situations in which people from the categories mentioned below may feel excluded, marginalized? December 2020 (%)

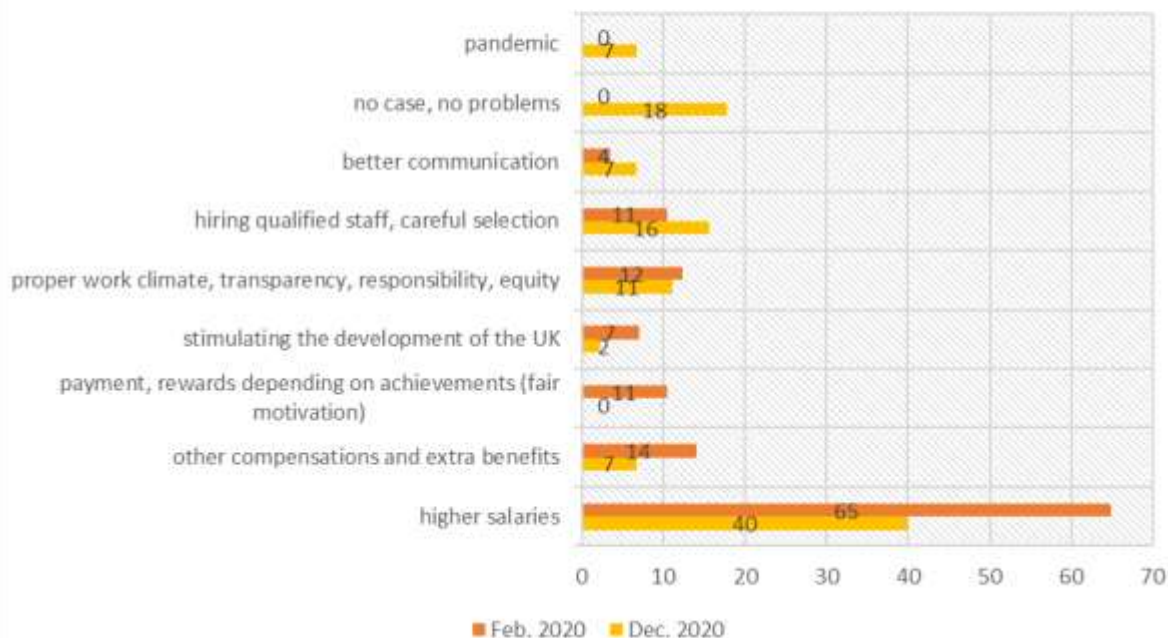


What is the most used method for hiring laborers in the company by data set (%)

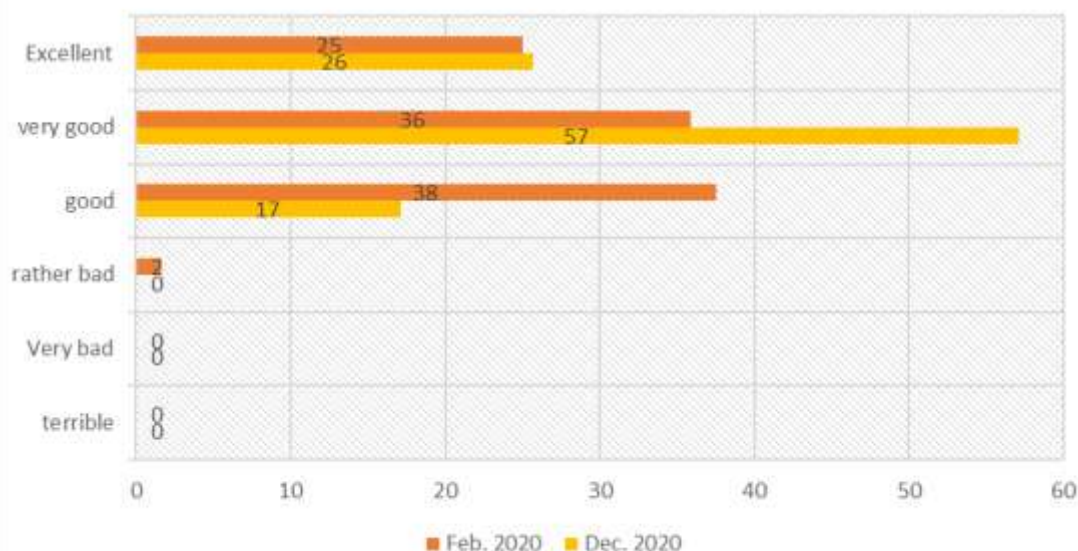




What should be done, in your opinion, for staff turnover to be significantly reduced in your company? (open ended question %, 57 answers in February 2020, 45 in December 2020)

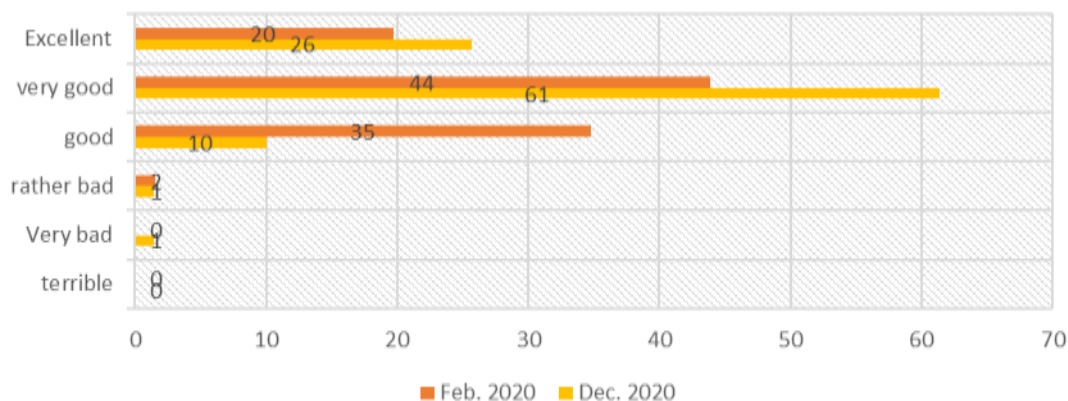


What would be your assessment of your relationships in the company with your superiours (for each category the sum of negative answers is less than 2%) (%)

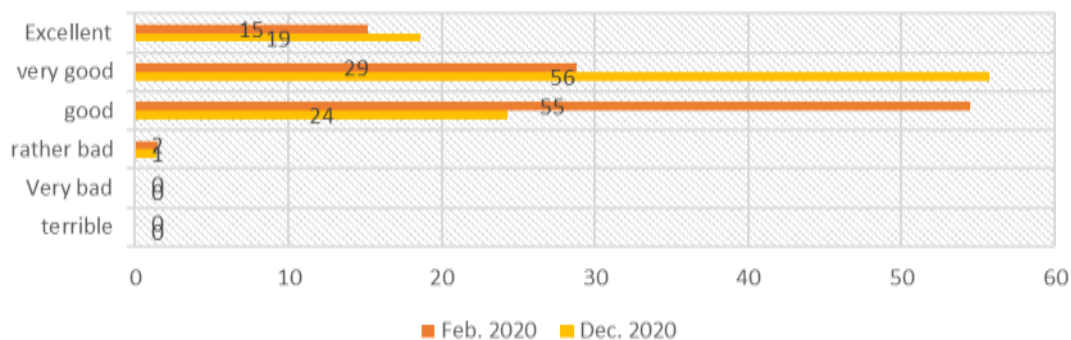




What would be your assessment of your relationships in the company with your colleagues (for each category the sum of negative answers is less than 2%) (%)

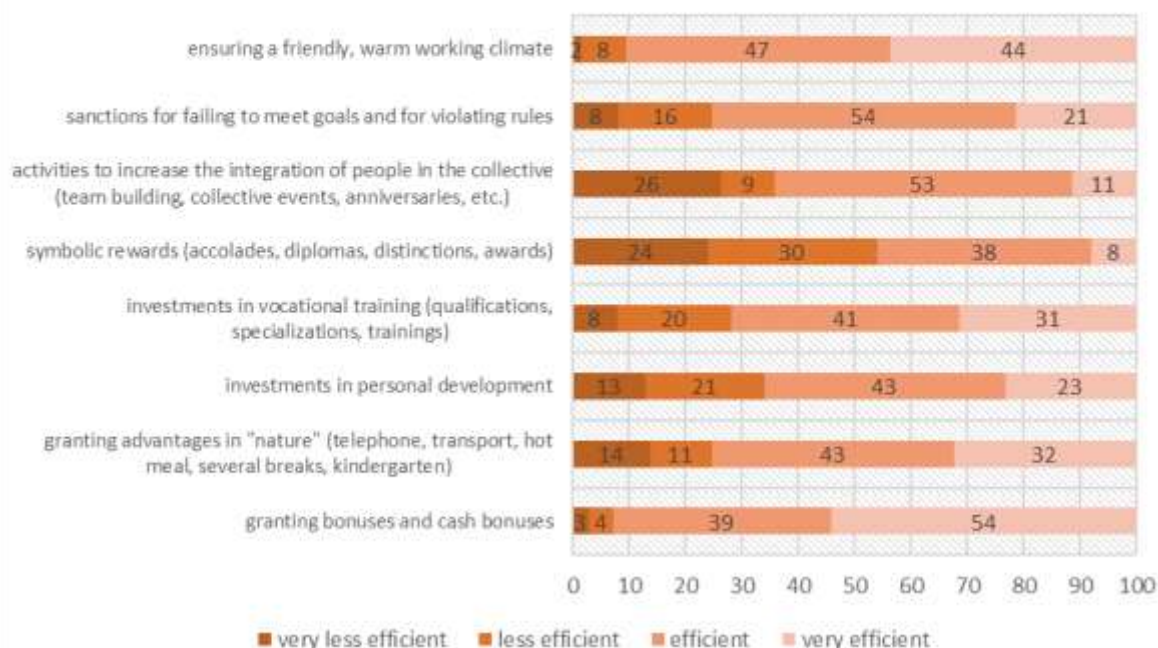


What would be your assessment of your relationships in the company with your subordinates (for each category the sum of negative answers is less than 2%) (%)





Which of the following motivations are most effective
in relation to the staff in the teams in your company?
(%) - February 2020



Which of the following motivations are most effective
in relation to the staff in the teams in your company?
(%) - December 2020

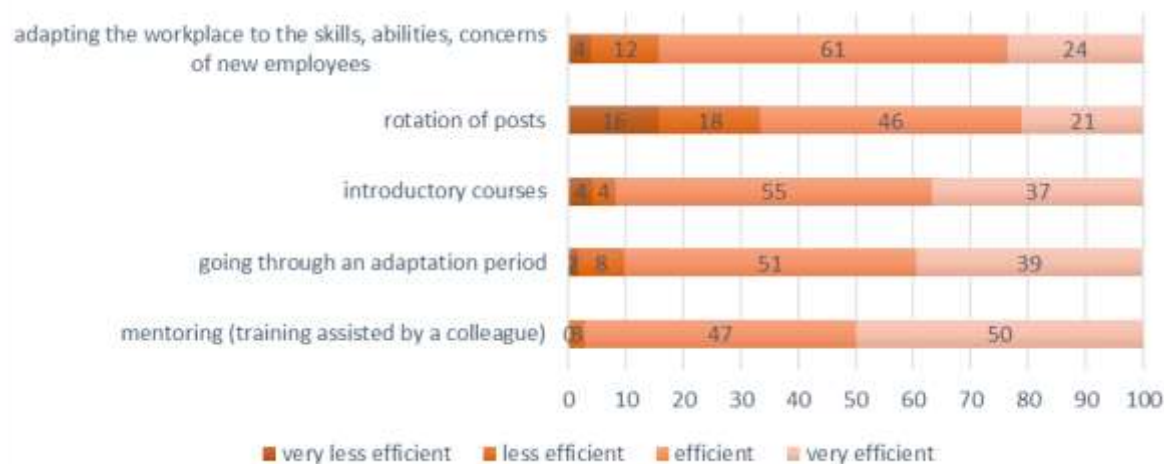




Which of these motivational ways do you apply to your business? (% for yes)

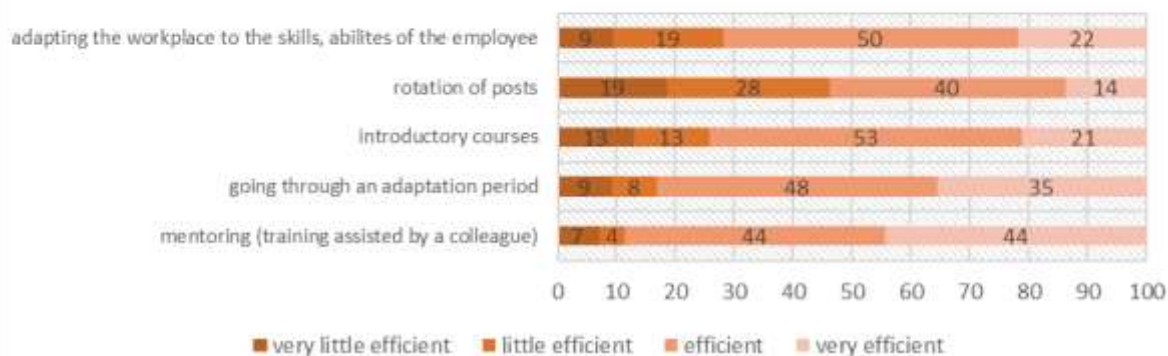


How effective are the following ways of introducing / inducing new employees into the work teams of your company? (%) February 2020

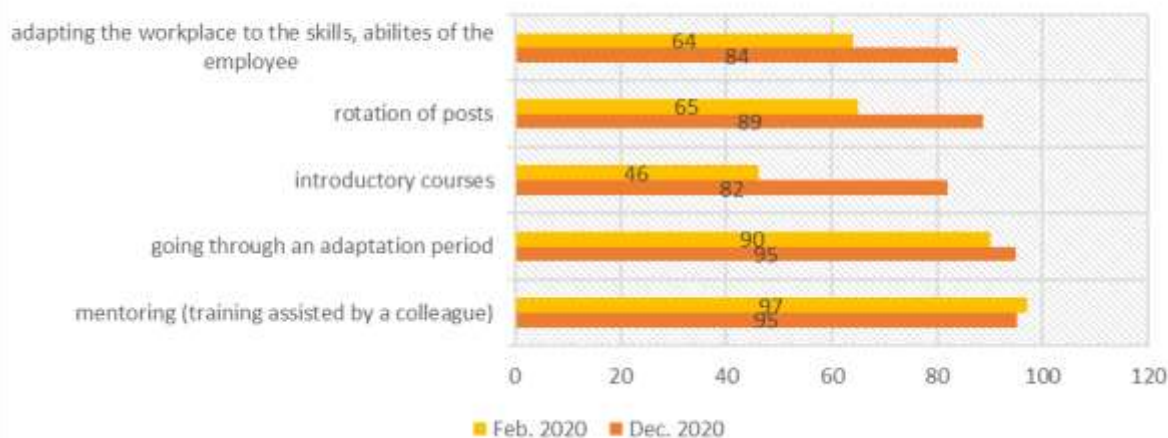




How effective are the following ways of introducing / inducing new employees into the work teams of your company? (%) December 2020

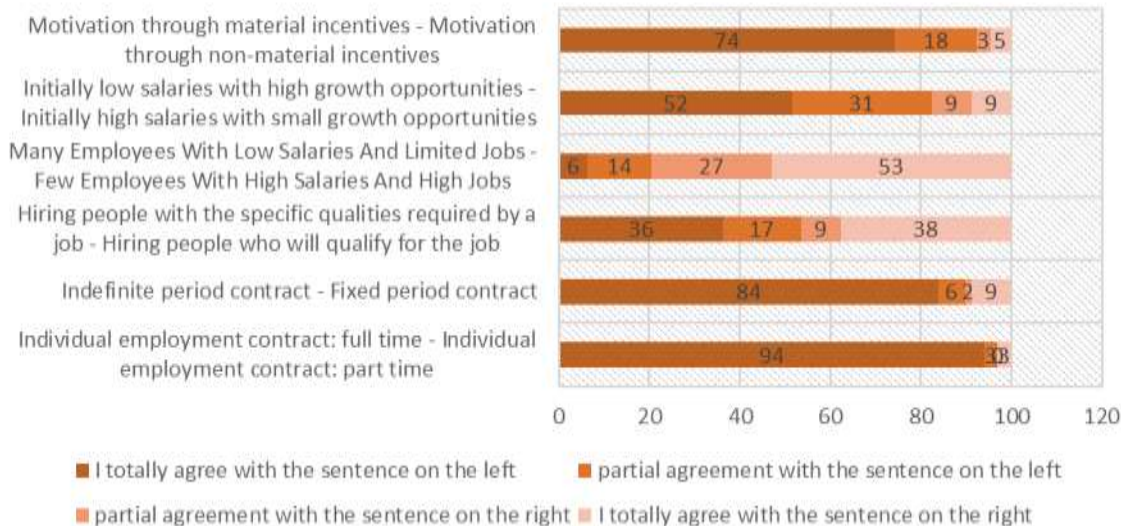


Which of these techniques do you apply to your business? (% for yes)

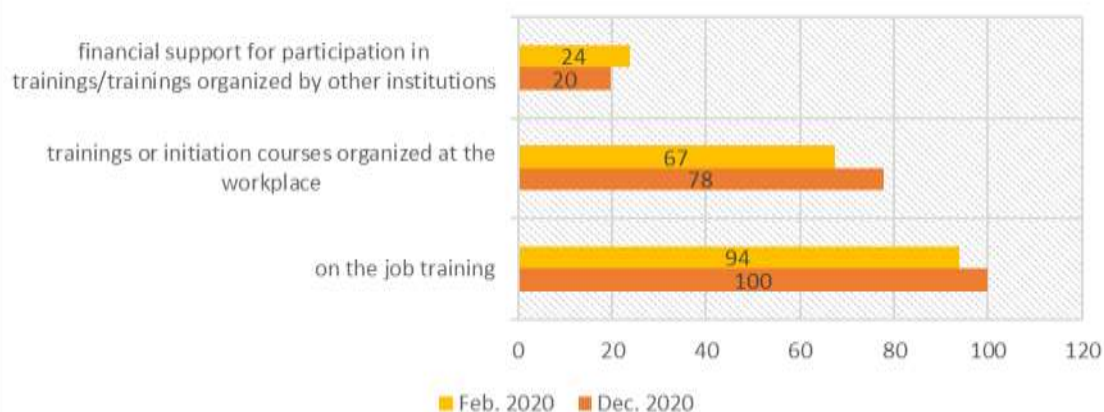




In your opinion, which of the following human resources policies are most effective in managing the personnel of your company? (%)



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

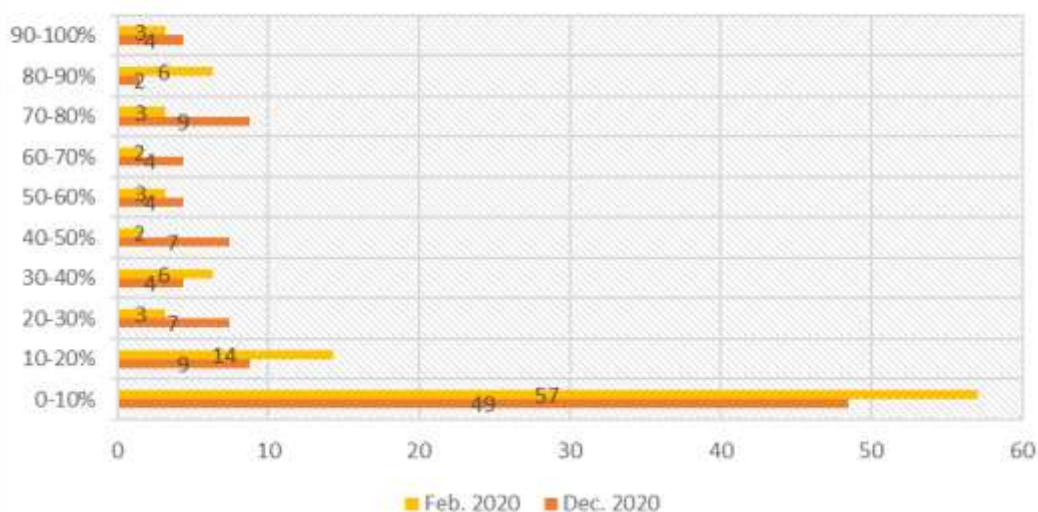




How do you evaluate staff in your organization? (% for yes)

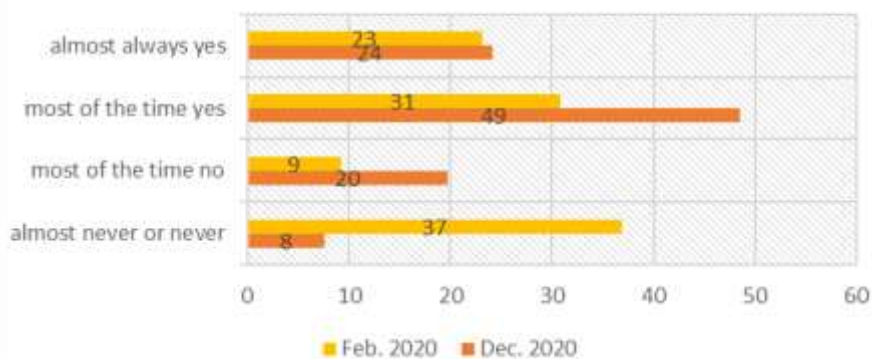


How many of the employees in the workers teams in your company go through at least one training year in one year? (%)

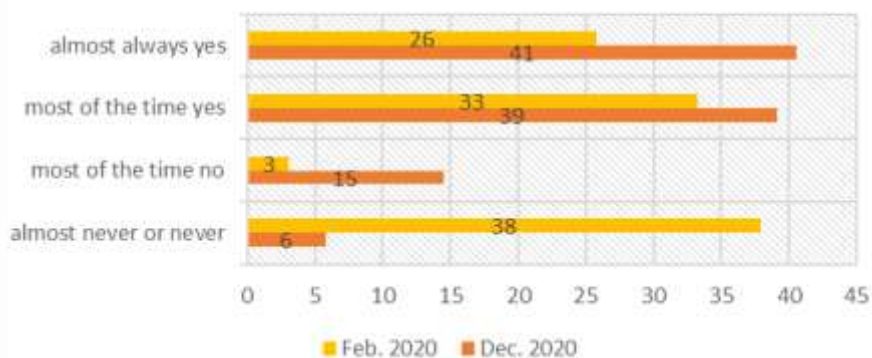




Do you provide training certificates to employees who have been included in a training program? (%)

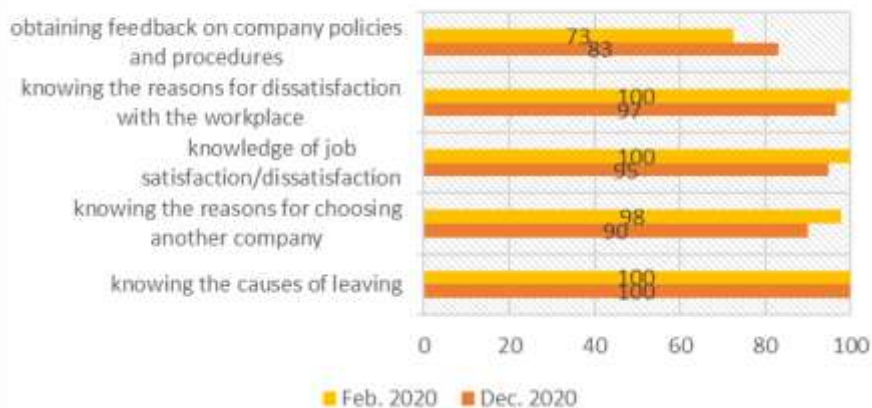


Do you have exit interviews for employees who announce the decision to leave your organization? (%)

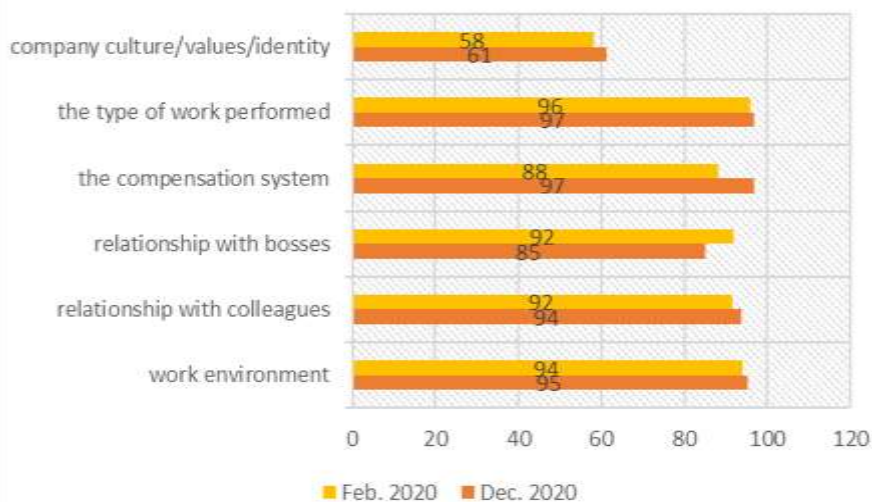




What are the topics of the exit interviews you approach (% for yes)

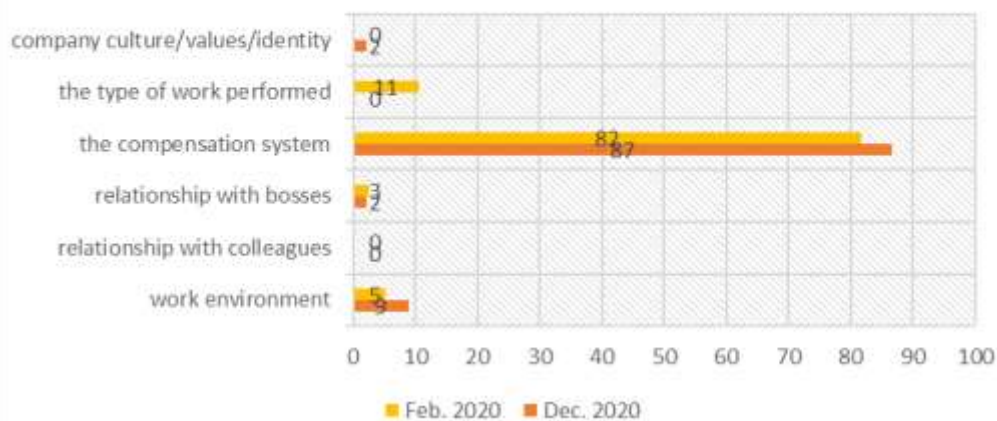


What areas of company work do you address in the exit interview (% for yes)

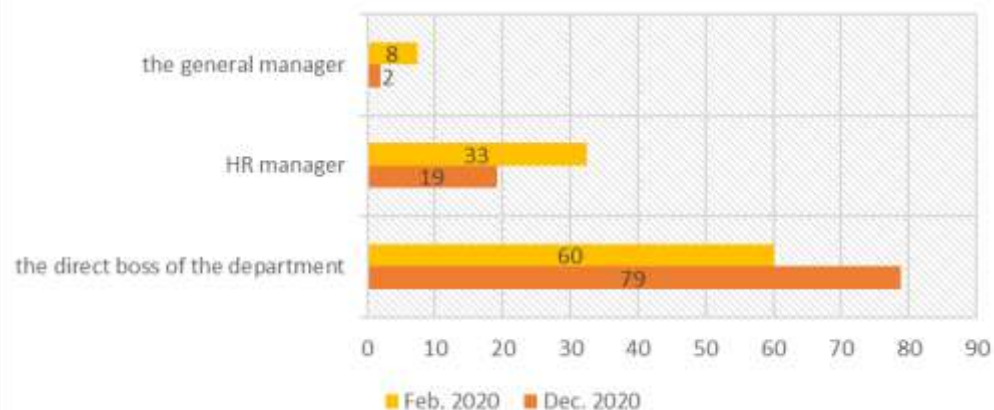




From the experience of recent years, which of the above areas causes the most dissatisfaction? (%)

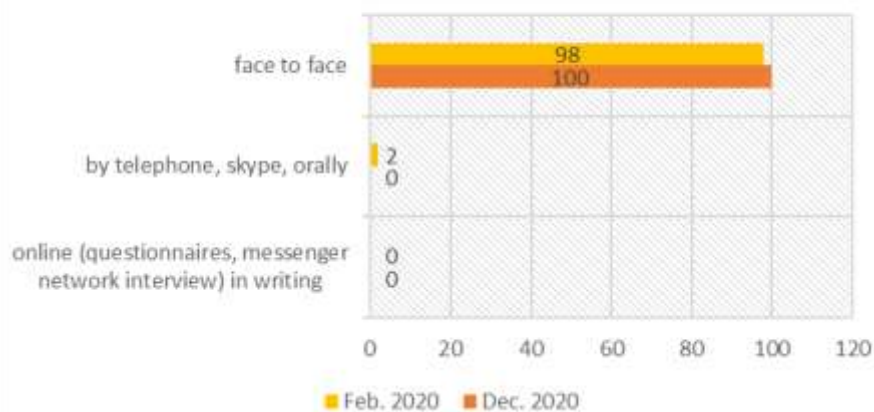


Who conducts the exit interview usually when it is administered by its own staff? (%)

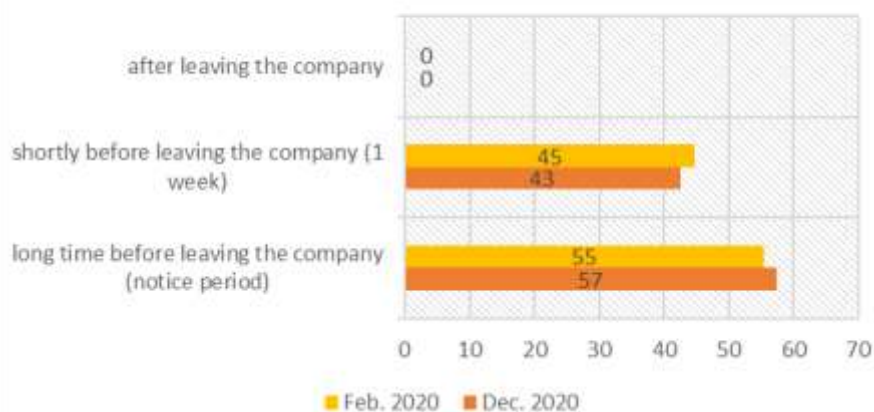




How do you mostly administer the exist interviews in your company (%)

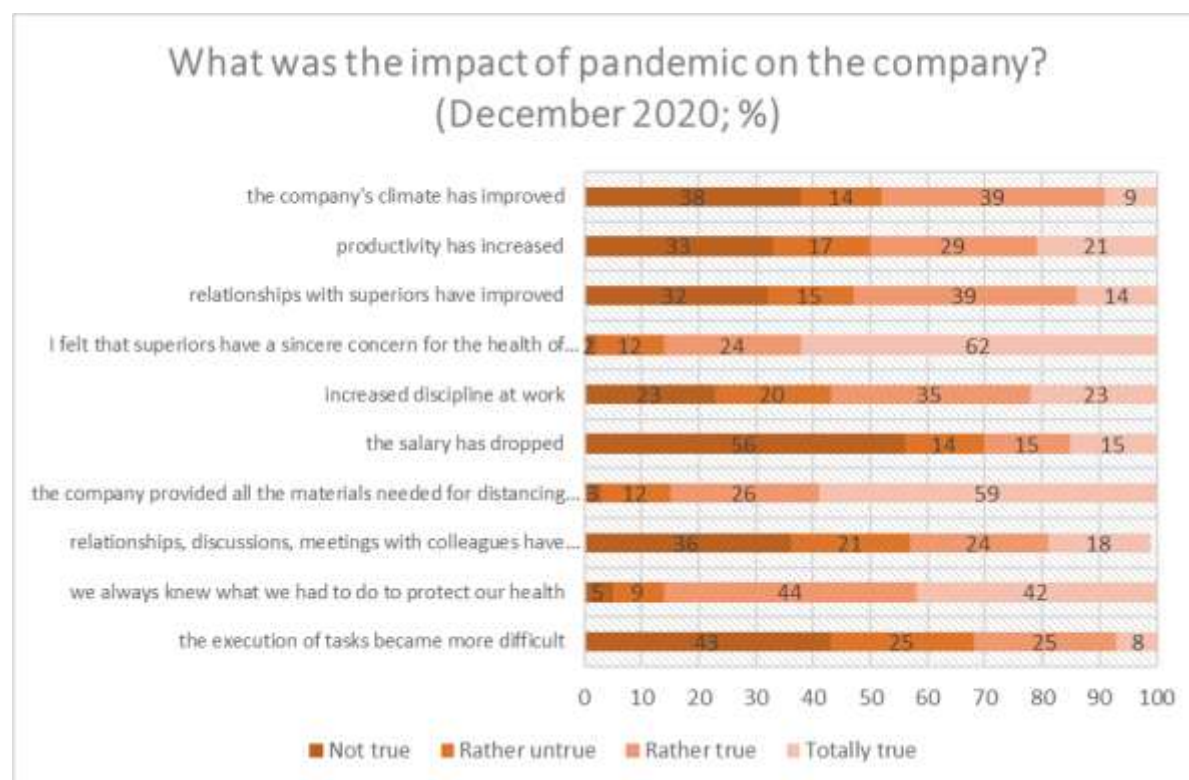
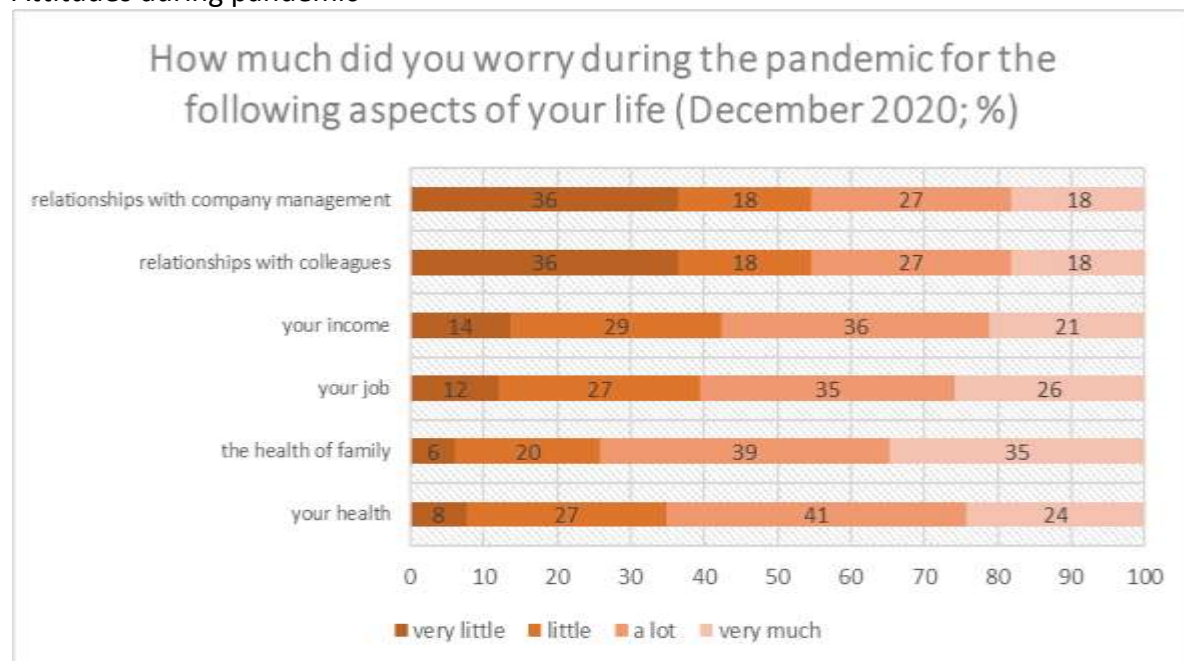


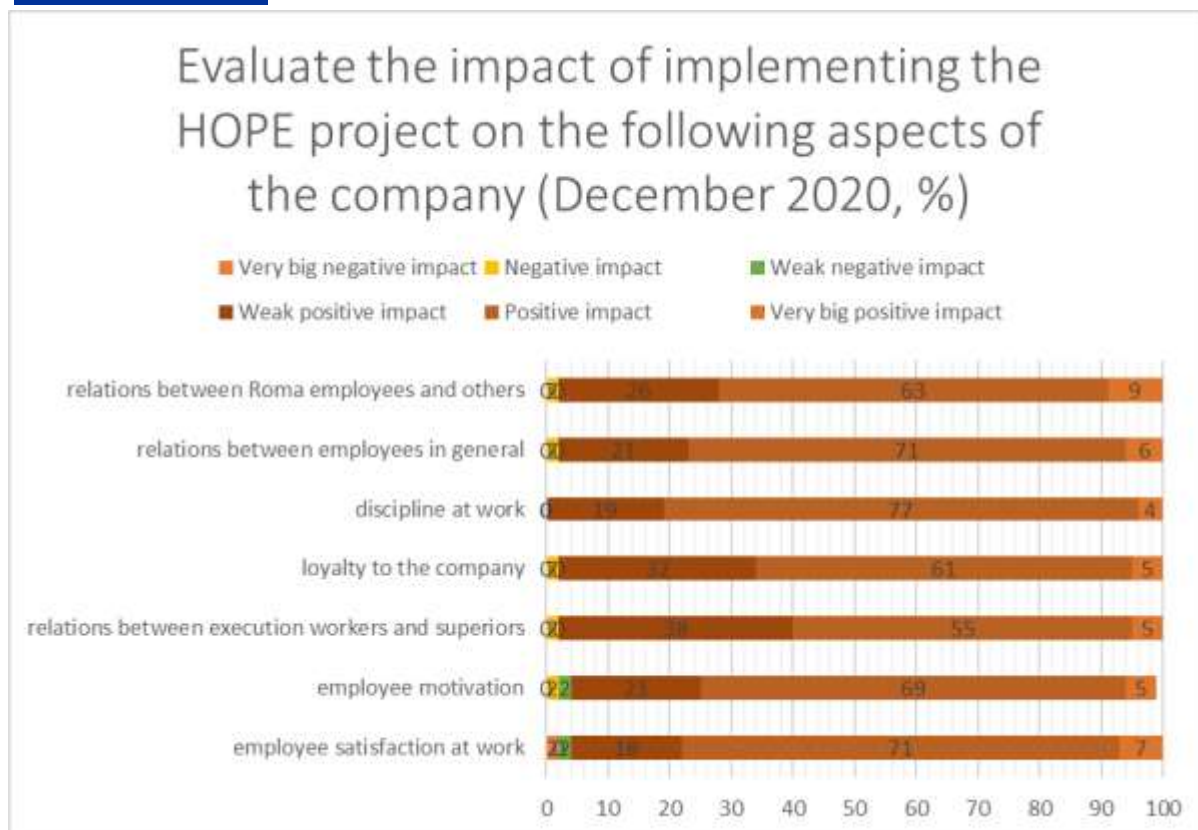
At what moment do you realize the exit interview in your company usually (%)





Attitudes during pandemic





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