

# Does the Sector Matters? An Empirical Investigation of Job Satisfaction and Performance Evaluation Process Based on Romanian Employees' Perceptions

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## **Abstract**

*The paper aims to investigate if the activity sector matters in explaining and analysing the job satisfaction, its determinants and also the satisfaction related to the performance evaluation process using an empirical research based on gender differences for a sample of 301 employees from seven sectors of activity.*

*The paper aims to respond to the following key research questions: there are statistical differences concerning the job satisfaction and also the perceptions regarding the performance evaluation process in different sectors of activity with certain specificities?*

*In order to respond to these questions, descriptive statistics, non-parametric correlation and non-parametric tests (Kruskal-Wallis) were used.*

*The empirical results revealed that employees from services, manufacturing industry and agriculture exhibited the highest level of job satisfaction while constructions represents the sector with the lowest level. The analysis of motivational factors revealed that workplace comfort and job stability are considered to be the most important motivating factors in all sectors of activity, while the perspective of hierarchical advancement and logistical support the least motivating. The results of Kruskal-Wallis test pointed out statistical differences among sectors of activity regarding the job satisfaction level and the attractiveness of work done.*

*Concerning the level of satisfaction related to the last employee evaluations, retail trade and manufacturing industry are the sector with the highest degree of satisfaction while services and wholesale trade registered lower levels of satisfaction.*

*As methods used in the evaluation, the analysis based on the superiors' opinion was used in all sectors with the exception of agriculture characterized by the presence of informal free talks.*

*The empirical results highlighted significant differences in different sectors of activity regarding the elements taken into consideration in the employee performance evaluation process: productivity, initiative/innovation, quality of communication, relationships with subordinates, superiors and customers and professional development.*

**Keywords:** *employees' motivation, performance evaluation process, non-parametric tests, gender analysis, Romanian companies*

**JEL Classification:** O15, C83, J28, J53, J45

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## 1. Introduction

Performance appraisal helps both managers and subordinates to maintain the relationship organization, tasks, and employees. Performance appraisal is a process that provides an analysis the capabilities and potential of a person, enabling informed decisions to be taken specific purposes.

Performance appraisal is a „mandatory process in which, over a specific period of time, all or only a portion of the performance, employee behaviour or features are noted, judged or described separately by a person other than the evaluator, and the results are registered and preserved by the organization” (Coens and Jenkins, 2002, p. 14).

The evaluation and review of professional performance demonstrates the formal, regular determination of how the members of the organization perform their specific job duties in relation to established criteria, the standards of assessment and the methods used.

The way the evaluation system is used and the manner in which the results of the evaluation are communicated can significantly affect the morale and climate of the organization. The results of performance evaluation are taken into account for other processes that address human resource management, such as: training, improvement, promotion, rewarding processes, etc. and contribute to substantiating specific decisions.

Informal human resources assessments (managers’ comments on employee outcomes) take place almost all the time. Employees need signals from their leadership to show their achievements are recognized. These signs give them confidence and are a source of motivation.

That is why the evaluation process must be presented to employees in terms of the benefits they offer, namely:

- learning from the mistakes of the past in order not to repeat them in the future;
- recognizing the abilities and potential of each employee;
- developing knowledge, skills and attitudes;
- building in the future on the basis of the successes and defeats of the defeated;
- increasing motivation and job satisfaction;
- Enhanced collaboration between employees and between managers and employees.

In this context, the present paper aims to investigate the main differences of perception of Romanian employees from different sectors of activity related to job satisfaction, its determinants and also satisfaction related to the performance evaluation process using an empirical research based on gender differences for a sample of 301 employees from seven sectors of activity.

The main element of originality of the paper resides in the results of the most recent empirical research concerning the employee performance evaluation and motivation process among Romanian employees.

It is worth to mention that this survey is not the first one concerning the employee motivation in Romania, but the first in analysing the main characteristics of the employee performance evaluation process representative at national level.

The paper is organized as follows. The second section presents the overview of the most important studies in the field and also some introductory notions, while the following section is dedicated to methodology and data. The section of empirical results was structured into three distinct sub-sections: sample profile reflecting the main features of interviewed employees and also two sub-sections treating the main differences related to employee satisfaction and its determinants and also the employee performance evaluation process by sector of activity. The paper ends with the main conclusions.

## 2. Literature review

Employee evaluation can have an immediate and limited purpose (assessment made to release promotion / referral), may have a medium-term goal (staff assessment to hierarchy and pay rates), or a general goal with long-term consequences (employee assessment part of the continuous and integrated process of staff management - career management, staff development).

The evaluation of individual professional performance is the appreciation of the grade in which the employee fulfils his responsibilities in relation to the occupied post (Mathis and Nica, 1997).

Methodological aspects of the evaluation of professional preforms: According to the point of view supported by Robert Mathis and Panaite Nica in the volume Collective „Human Resource Management” (Mathis and Nica, 1997), indifferent what method is used, the correctness of the assessment depends on:

- the validity of the results (the ability to reflect the truth);
- the fidelity of determinations (ability to provide identical results at repeated application);
- equivalence of results (independent evaluators reach the same result);
- internal homogeneity (multiple components of the same instrument, measuring the same element, indicates the same result);
- the sensitivity of the instruments used (the ability to measure the real difference between subjects).

If the level of achievement of the objectives coincides with that projected, expected, it installs a state of satisfaction. When achievements are below expectations, the individual is experiencing a state of dissatisfaction, and if they outweigh their expectations discomfort (Zamfir, 1980).

In 1997, G.A. Cole gives us an idea of what performance evaluation means: „The notion of performance evaluation usually refers to the assessment of the work of the cadres or a managers, not the one submitted by the workers”. In this respect, he believes there are two big ones categories of evaluation, namely conventional, also called formal, and unconventional or informal.

Some theories of job satisfaction included discrepancy theory (Locke, 1969). Performance appraisal is the core work of human resources management, conducted to determine the degree to which an organization's employees perform effectively tasks or responsibilities. In a broader sense, performance evaluation is considered an action, a process or a certain type of cognitive activity, through which an assessor appreciates or estimates a person's performance against established standards, as well with his mental representation, his own system of values or his own conception of the obtained performance (Manolescu, 2010).

“Managers, supervisors, human resource specialists, employees, and citizens in general are concerned with ways of improving job satisfaction” (Cranny, Smith & Stone, 1992).

Performance appraisal is a practice by which the management team of an organization regularly (annually or biannually) carries out an appreciation of the work previously submitted by subordinates. Such an appreciation can be defined „as a passage systematically reviewing the performance of an individual on his / her job post and which is used to evaluate the efficiency of his work” (Joseph, 2001), or „as a process by which it decides how well a work is done by the employees of a company” (Pitariu, 2000).

Gellerman (1971) distinguishes between motivation and satisfaction, considering that motivation should designate that influence that causes the individual to act deliberately in a way or another, unless that influence does not exist. Therefore, the motivational factor influences the decisions and actions of the individual, it changes the behaviour visibly. In the author's conception, satisfaction refers to the subjective sentiment of relief, pleasure that cannot be observed externally by a person, and does not directly contribute to altering the individual's external behaviour. The author presents motivation and satisfaction as stand-alone entities, or, contrary to this view, most specialists consider the correlation and dependence of two concepts obvious.

The capacity of motivation to determine a number of characteristics of work behaviour is very well captured by Pinder (1998), which states that motivation is a set of energetic forces that originate both inside and outside the individual for to initiate the behaviour associated with work and to determine its shape, direction, intensity and duration.

Contrary to these approaches, there are also a number of psychologists who consider that motivation can only be a partial determinant of how employees work and that there are other equally important factors that determine their attitude towards work, people working hard much even when they are not forced to do it, or motivate. (McClelland 1980).

**Table 1. The summary of the most important studies concerning employees' performance appraisal**

<b>Study</b>	<b>Sample</b>	<b>Methods</b>	<b>Key findings</b>
<b>Burke &amp; Graham &amp; Smith (2005)</b>	130 large organizations	Employee and customers surveys	Employee satisfaction factors were predictive; employee have a strong relation with the customers.
<b>Harter &amp; Schmidt &amp; Hayes (2002)</b>	Survey Based on 42 studies in 36 companies	Study used meta-analysis to examine the relationship at the business-unit level between employee satisfaction engagement and the business-unit outcomes of customer satisfaction	A causal model should be developed exploring the generalized path of employee satisfaction–engagement to short-term outcomes
<b>Casuneanu (2011)</b>	Survey based on 402 individual employees in Romanian companies	CATI system (Computer Assisted Telephone Interviewing).	Employees search for jobs that give them stability and security
<b>Janssen &amp; Yperen (2017)</b>	Survey based on 170 employees of a Dutch firm		Employees try to establish higher-quality exchanges with their supervisors
<b>Antoncic &amp; Antoncic (2011)</b>	Questionnaire based on 149 firms from Slovenia	Structural equation modeling.	Examining the relationship between employee satisfaction and intrapreneurship

### 3. Methodology and data

The paper aims to investigate the main statistical differences between employees' perceptions from different activity sectors regarding both job satisfaction and satisfaction related to the performance evaluation process using the opinions of Romanian employees.

The empirical research was carried out on a sample of 301 individuals with ages between 15-64 years old having the statute of employee from micro-enterprises (21.9%), small enterprises (32.9%), medium enterprises (23.6%) and large companies (21.6%) conducted in the period March 2018. The sample obtained was considered to be representative at national level.

Thus, within the survey, job and salary satisfaction levels were measured using ordinal variables with five categories from '1' indicated 'very dissatisfied' and '5' indicated 'very satisfied'. Higher scores indicated greater levels of satisfaction.

The motivating job factors were quantified on the basis of ordinal variables based on 10 items, varying from 1 (little important) to 5 (strongly important). Higher scores indicated greater satisfaction regarding the job factors.

Individuals are required to offer information regarding the methods used in the process of employee evaluation within the company, main elements of process evaluation or elements related to the increase of professional training and personal development and all these were codified using dichotomous variables in which 1-for the presence and 0-otherwise.

Also the level of satisfaction related to the results of the last performance evaluations was quantified using a four point Likert scale, ranging from very satisfied (1) to very dissatisfied (4). Smaller scores indicated greater satisfaction with the employee performance evaluation process.

In order to highlight all these, appropriate descriptive statistics (mean and standard deviation) were calculated while potential statistical differences concerning the impact of activity sector were revealed using Kruskal-Wallis test.

Also the potential association between the sector of activity and job satisfaction, salary satisfaction and satisfaction related to the employee performance evaluation process were computed and analysed using non-parametric correlation (Goodman and Kruskal coefficient, uncertainty coefficient and Phi, Cramer V and contingency coefficients). The statistical tool we used in the analysis is the SPSS package.

## **4. Empirical results**

### **4.1 Sample profile**

The analysis of the main characteristics of companies in the sample revealed that most companies are from urban area mostly from Bucharest-Ilfov (20%), North-West (13.6%) and Centre (13%), with almost one third of them being from small companies (33%) and about 44.1% of employees from services area while only 24% of them declared to work in manufacturing industry.

The individual characteristics revealed that the sample was structured such as: 53.5% of employees were men and about 32.2% of them declared to have between 36 and 45 years old and only 7% of employees have less than 26 years old or more than 55 years old. Almost one half (45%) of respondents declared to complete their education at the age 17-19 years. The professional status revealed that 41.2% of the interviewed employees were skilled workers, 21.3% were higher education specialists and 11.6% of them are engaged in public services. Only 4% of interviewed employees hold a high-rank or senior management position (head of department, head of office) More than one third of Romanian employees declared to have a job experience of more than 10 years while about 23.9% of them declared to

have at most three years. Most of the Romanian employees stated that they earn less than 2500 lei with only a very small proportion (1.1%) declared to have between 5000lei and 7500 lei.

#### 4.2 There are significant differences across sectors of activity regarding the job satisfaction and its main determinants?

Measured on a 5 point Likert scale, ranging from very dissatisfied (1) to very satisfied (5), the overall level of job satisfaction was 4 (n = 301) (Table 1), while in the case of salary satisfaction is a much lower 3.31.

**Table 2. Descriptive analysis of job and salary satisfaction level by sector of activity**

Sector of activity		Job satisfaction Level	Salary satisfaction Level
<b>Agriculture</b>	Mean	3.86	3.14
	Std. Deviation	.900	1.215
<b>Manufacturing industry</b>	Mean	3.90	3.32
	Std. Deviation	.875	1.005
<b>Wholesale trade</b>	Mean	3.77	3.23
	Std. Deviation	.927	1.092
<b>Retail trade</b>	Mean	3.72	3.00
	Std. Deviation	1.031	1.042
<b>Services</b>	Mean	4.22	3.38
	Std. Deviation	.907	1.084
<b>Constructions</b>	Mean	3.57	3.38
	Std. Deviation	.598	.973
<b>Other sector</b>	Mean	4.05	3.42
	Std. Deviation	1.026	1.017
<b>Total</b>	Mean	4.00	3.31
	Std. Deviation	.924	1.049

Analysing the mean scores of job and salary satisfaction by the sector of activity, it can be highlighted that the sectors of the highest level of job satisfaction among Romanian employees were services, manufacturing industry and agriculture, while constructions registered the lowest score. Concerning the salary satisfaction level, services and constructions seems to offer financial incentives, while retail trade seems to be the most demotivating sector.



**Figure 1. Mean scores of job and wage satisfaction level by the sector of activity**

Measuring the non-parametric association between the sector of activity and the degree of job satisfaction, a significant and positive association can be assigned. Based on the results of Goodman and Kruskal coefficient, uncertainty coefficient and Phi, Cramer V and contingency coefficients, the association is statistically significant at almost 10% (due to a lower probability approx. Sig<10%), positive but with weak intensity.

**Table 3. The empirical results of the non-parametric correlation between job satisfaction level and the sector of activity**

Directional Measures						
		Value	Asymp. Std. Error <sup>a</sup>	Approx. T <sup>b</sup>	Approx. Sig.	
Lambda	Symmetric		.038	.035	1.060	.289
	sector of activity Dependent		.018	.035	507	.612
	Job satisfaction level Dependent		.057	.059	930	.352
Goodman and Kruskal tau	sector of activity Dependent		.032	.012		<b>.000</b>
	Job satisfaction level Dependent		.043	.012		<b>.001</b>
Uncertainty Coefficient	Symmetric		.050	.012	4.238	<b>.012</b>
	sector of activity Dependent		.045	.011	4.238	<b>.012</b>



Directional Measures					
	Value	Asymp. Std. Error <sup>a</sup>	Approx. T <sup>b</sup>	Approx. Sig.	
	Job satisfaction level Dependent	.056	.013	4.238	<b>.012</b>

Symmetric Measures			
		Value	Approx. Sig.
Nominal by Nominal	Phi	.343	<b>.064</b>
	Cramer's V	.171	<b>.064</b>
	Contingency Coefficient	.324	<b>.064</b>

In the case of salary satisfaction level, the association is no more statistically significant due to the very high value of probability, which exhibited the maximal level of significance of 10%.

**Table 4. The empirical results of non-parametric correlation between salary satisfaction level and the sector of activity**

Directional Measures					
	Value	Asymp. Std. Error <sup>a</sup>	Approx. T <sup>b</sup>	Approx. Sig.	
Lambda	Symmetric	.027	.028	.955	.340
	sector of activity Dependent	.000	.000		
	Salary satisfaction level Dependent	.050	.051	.955	.340
Goodman and Kruskal tau	sector of activity Dependent	.010	.006		.777
	Salary satisfaction level Dependent	.018	.008		.636
Uncertainty Coefficient	Symmetric	.021	.009	2.286	.769
	sector of activity Dependent	.020	.009	2.286	.769
	Salary satisfaction level Dependent	.022	.009	2.286	.769

Symmetric Measures			
		Value	Approx. Sig.
Nominal by Nominal	Phi	.249	.768
	Cramer's V	.125	.768
	Contingency Coefficient	.242	.768

Analysing the mean satisfaction scores related to the most important motivational factors from the perspective of Romanian employees across different sectors of activity, it can be highlighted the following:

- In agriculture, the most important factors in increasing the job satisfaction were considered to be professional development and workplace comfort, while at the opposite side, it is the benefits package, given the specificities of the sector;

- In manufacturing industry, the most important factors are considered to be workplace comfort, a good potential salary and job stability while logistical support was considered the most demotivating factor.

- In wholesale trade, workplace comfort and job stability were pointed out as the factors with the highest potential to increase job satisfaction and logistical support caused the lowest level of satisfaction.

- In retail trade, workplace comfort, bonuses and the attractiveness of work done are considered to motivate the employees, while the perspective of hierarchical advancement is considered to be the least attractive.

- In the case of services, there were several factors that is counts for Romanian employees: workplace comfort, job stability, the attractiveness of work done and professional development while the perspective of hierarchical advancement was considered the least important.

- In constructions, workplace comfort, bonuses, job stability and a good potential salary were quite important for Romanian employees while the perspective of hierarchical advancement was considered the least important.

Therefore, we can conclude that workplace comfort and job stability are considered to be the most important motivating factors in all sectors of activity, while the perspective of hierarchical advancement and logistical support the least motivating.

The empirical results of Kruskal-Wallis test pointed out the existence of highly statistical significant differences regarding the perceptions of job satisfaction level by sector of activity, at the significance level of 1%, due to a low probability and also statistical significant differences regarding the attractiveness of the work done. For other motivating factors, the sector does not revealed any significant differences, the results suffering from a lack of significance.

**Table 5. The most important motivational factors from the perspective of Romanian employees by the sector of activity**

Main motivational factor/ Sector of activity	Agriculture	Manufacturing industry	Wholesale trade	Retail trade	Services	Constructions	Other sector	Total
Job stability	4.57	<b>4.54</b>	<b>4.62</b>	4.36	<b>4.68</b>	<b>4.76</b>	4.83	4.62
The good potential salary (not necessarily the actual salary, but the one you could get in the future through a promotion, by increasing your company experience, etc.)	4.43	<b>4.56</b>	4.46	4.39	4.64	<b>4.76</b>	4.67	4.59
Perspective of hierarchical advancement	4.43	4.01	4.23	4.09	4.29	3.95	3.94	4.16
Attractive benefits package (subscriptions or access to sports clubs or beauty centers, medical subscriptions and medical insurance, children's kindergarten facilities, purchase of housing loans, company's payment of personal courses or vacations paid by the company )	4.17	4.24	4.54	4.49	4.49	4.57	4.44	4.43
Provide adequate logistical support (business phone, car, laptop)	4.33	3.86	4.08	4.23	4.32	4.35	4.06	4.17
Bonuses	4.57	4.53	4.46	<b>4.71</b>	4.64	<b>4.86</b>	4.67	4.63
The attractiveness of the work done	4.43	4.38	4.23	<b>4.62</b>	<b>4.67</b>	4.62	4.61	4.56
Authority, responsibility and autonomy in the post	4.57	4.47	4.46	4.49	4.57	4.29	4.50	4.51

Main motivational factor/ Sector of activity	Agriculture	Manufacturing industry	Wholesale trade	Retail trade	Services	Constructions	Other sector	Total
Professional development	<b>4.86</b>	4.48	4.54	4.40	<b>4.66</b>	4.40	4.59	4.56
Workplace comfort	<b>4.86</b>	<b>4.55</b>	<b>4.69</b>	<b>4.71</b>	<b>4.71</b>	<b>4.90</b>	4.67	4.68

**Table 6. The empirical results of Kruskal-Wallis test**

	Mann-Whitney U	Asymp. Sig. (2-tailed)
Job satisfaction level	23.21	0.00*
Salary satisfaction level	5.53	0.48
Motivating factors		
Job stability	7.51	0.28
The good potential salary (not necessarily the actual salary, but the one you could get in the future through a promotion, by increasing your company experience, etc.)	6.15	0.41
Perspective of hierarchical advancement	5.04	0.54
Attractive benefits package (subscriptions or access to sports clubs or beauty centers, medical subscriptions and medical insurance, children's kindergarten facilities, purchase of housing loans, company's payment of personal courses or vacations paid by the company )	10.03	0.12
Provide adequate logistical support (business phone, car, laptop)	9.19	0.16
Bonuses	8.09	0.23
The attractiveness of the work done	11.59	0.07***
Authority, responsibility and autonomy in the post	4.38	0.63
Professional development	10.08	0.12
Workplace comfort	8.50	0.20

Note: \*\*\* Correlation is significant at the 0.10 level (2-tailed). \*\*. Correlation is significant at the 0.05 level (2-tailed). \*. Correlation is significant at the 0.01 level (2-tailed).

More in depth, employees from services tend to be more satisfied with their jobs while individuals working in constructions seem to be more dissatisfied with their jobs. Also, for sectors such as retail trade, services and constructions, the attractiveness of the work done is very important while at the opposite side, the satisfaction level associated with this factor is quite low for employees from wholesale trade.

#### 4.3 There are significant differences across sectors of activity regarding the satisfaction related to the employee evaluation process?

Analysing the main differences among various methods applied by the company to evaluate the performance of an employee in several sectors of activity, it can be highlighted the following:

- In agriculture, it was more widespread informal free talks, combined with analysis of superiors' opinion, while in manufacturing industry analysis of superiors' opinion is more important together with self-evaluation questionnaires;
- In the wholesale trade sector, the self-evaluation questionnaires represented the main method of evaluating the employee performance;
- However, analysis of superiors' opinion and free talks are the main methods used in the evaluation, while in services and constructions on the first place there is the superiors' opinion but also self-evaluation questionnaires.

Concluding, it is worth to mention that the analysis based on the superiors' opinion remains the main method used in the evaluation of Romanian employees with the exception of agriculture characterized by the presence of informal free talks.

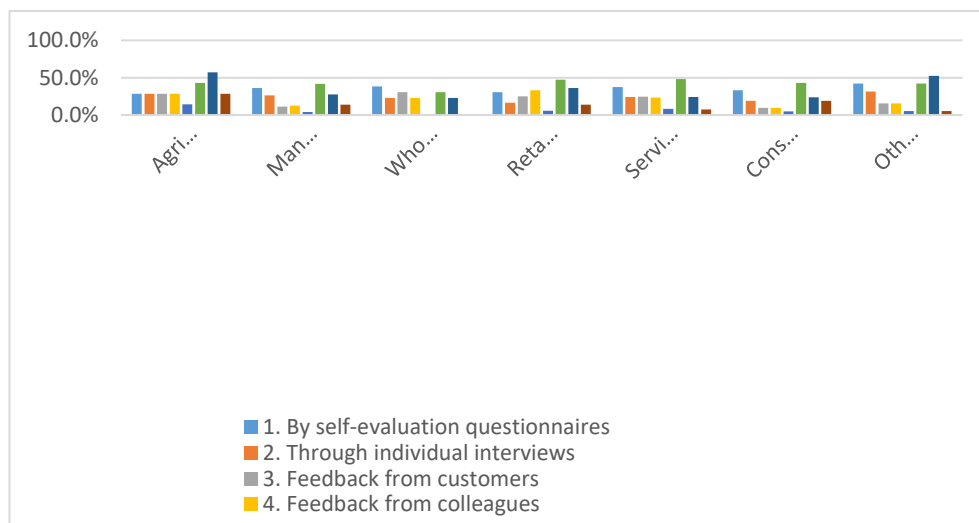


Figure 2. Distribution of performance evaluation methods existent in Romanian companies in different sectors of activity

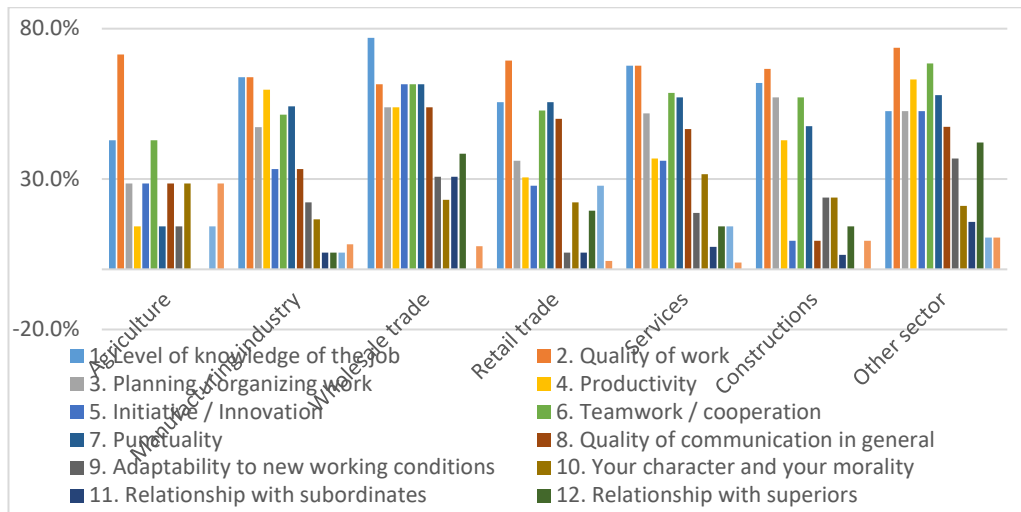
The empirical results of Kruskal-Wallis pointed out statistical significant differences regarding the method of informal free talks as method of employee performance evaluation, since the probability is lower than 10%. Therefore, this method is used mainly in agriculture and retail trade and rarely used in sectors such as wholesale trade, services and constructions.

**Table 7. The empirical results of the Kruskal-Wallis test**

<b>Main features of the employee performance evaluation process</b>	<b>Chi-Square</b>	<b>Asymp. Sig.</b>
<b>Main methods of employee performance evaluation</b>		
<i>Self-evaluation questionnaires</i>	1.171	.978
<i>Individual interviews</i>	2.251	.895
<i>Feedback from customers</i>	8.827	.184
<i>Feedback from colleagues</i>	9.188	.163
<i>Feedback from subordinates</i>	3.196	.784
<i>Analysis of superiors' opinion</i>	2.090	.911
<i>Informal free talks</i>	10.839	.093***

Note: \* means significance at 1% level; \*\* means significance at 5% level and \*\*\* means significance at 10% level

Analysing the main elements taken into consideration in the evaluation of employee performance in different sectors of activity, the main elements used in the evaluation of Romanian employees were the quality of work, job knowledge and teamwork/cooperation. At the opposite side, the professional development and the relationship with subordinates were the least taken into consideration in the evaluation process. Therefore, it is worth to mention that in agriculture, retail trade and constructions employees are mainly evaluated by firstly the quality of work, secondly by the level of job knowledge and thirdly by teamwork/cooperation level, while in sectors such as manufacturing industry and services are equally used both methods-quality of work and job knowledge. In wholesale trade, for employers is more important the job knowledge and secondly the quality of work.



**Fig. 3. The distribution of main elements of employee performance evaluation in Romanian companies by sector of activity**

The empirical results of Kruskal –Wallis test exhibited significant differences in different sectors of activity regarding the productivity, initiative/innovation, the quality of communication, relationships with subordinates, superiors and customers and professional development.

**Table 8. The empirical results of the Kruskal-Wallis test**

Main features of the employee performance evaluation process	Chi-Square	Asymp. Sig.
<b>Main elements applied in the employee performance evaluation</b>		
<i>Level of knowledge of the job</i>	5.261	.511
<i>Quality of work</i>	1.059	.983
<i>Planning / organizing work</i>	4.855	.562
<i>Productivity</i>	18.440	.005*
<i>Initiative / Innovation</i>	13.732	.033**
<i>Teamwork / cooperation</i>	2.974	.812
<i>Punctuality</i>	5.684	.460
<i>Quality of communication in general</i>	14.867	.021**
<i>Adaptability to new working conditions</i>	9.672	.139
<i>The character and morality</i>	6.062	.416
<i>Relationship with subordinates</i>	12.546	.051**

**Main features of the employee performance evaluation process**

*Chi-Square*

*Asymp. Sig.*

**Main elements applied in the employee performance evaluation**

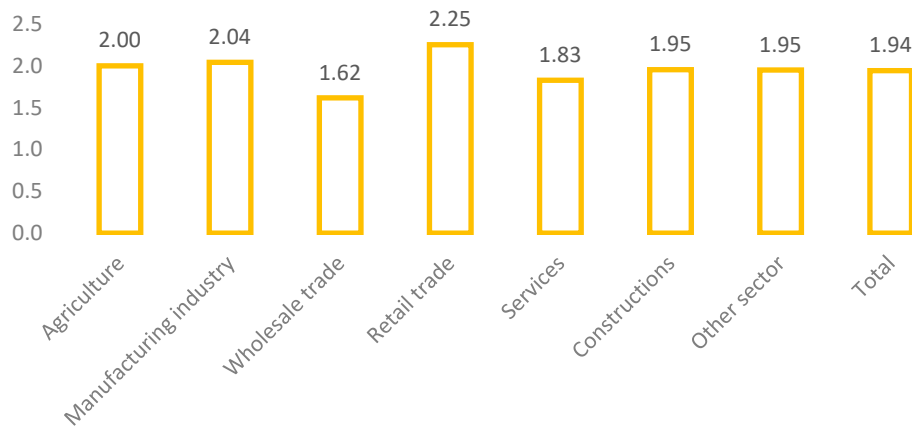
<i>Relationship with superiors</i>	23.001	.001*
<i>Customer relationship</i>	16.678	.011*
<i>Professional development (from one evaluation to another)</i>	12.806	.046**

Note: \* means significance at 1% level; \*\* means significance at 5% level and \*\*\* means significance at 10% level.

Accordingly, the productivity is more widespread as criterion used in the evaluation process mainly in manufacturing industry and wholesale trade and little-known in retail trade and services, while initiative/innovation is intensely used in wholesale trade and less used in constructions. The quality of communication is appreciated in sectors such as wholesale trade and retail trade and less used in constructions.

The relationship with subordinates and also with superiors is evaluated in wholesale trade and rarely used in agriculture, while the relationship with clients is important mostly in retail trade and less important in wholesale trade and constructions. Professional development is quite important in agriculture and less important in services.

Based on a four point Likert scale for quantifying the level of satisfaction with the results of the evaluations made in the past 3 years, ranging from very satisfied (1) to very dissatisfied (4), the overall level of job satisfaction with the employee performance evaluation process was 1.94, with higher values in sectors such as retail trade (2.25) and manufacturing industry (2.04) and with smaller degree of satisfaction in services (1.83) and wholesale trade (1.62).



**Fig. 4. Mean scores of satisfaction level related to employee evaluation process by sector of activity**



Analysing the non-parametric association between the sector of activity and the satisfaction level with the evaluations made in the three years, it is worth to mention that there is a lack of significance regarding this association, since the probability is much higher even than the 10% significance level.

**Table 9. The empirical results of the non-parametric correlation between the satisfaction level with the last evaluations and the sector of activity**

Directional Measures					
		Value	Asymp. Std. Error <sup>a</sup>	Approx. T <sup>b</sup>	Approx. Sig.
Lambda	Symmetric	.007	.023	.309	.758
	sector of activity Dependent	.006	.030	.200	.841
	How satisfied are you with the results of evaluations made over the past three years? Dependent	.009	.035	.243	.808
Goodman and Kruskal tau	sector of activity Dependent	.016	.008		.050 <sup>c</sup>
	How satisfied are you with the results of evaluations made over the past three years? Dependent	.027	.013		.132 <sup>c</sup>
Uncertainty Coefficient	Symmetric	.033	.012	2.806	.110 <sup>d</sup>
	sector of activity Dependent	.028	.010	2.806	.110 <sup>d</sup>
	How satisfied are you with the results of evaluations made over the past three years? Dependent	.042	.015	2.806	.110 <sup>d</sup>

Symmetric Measures			
		Value	Approx. Sig.
Nominal by Nominal	Phi	.285	.143
	Cramer's V	.164	.143
	Contingency Coefficient	.274	.143

The empirical results of Kruskal-Wallis test confirmed the existence of significant differences among sectors of activity, due to the low value of probability.

**Table 10. The empirical results of Kruskal-Wallis test**

	<b>How satisfied are you with the results of evaluations made over the past three years?</b>
Chi-Square	14.440
df	6
Asymp. Sig.	.025
a. Kruskal Wallis Test	
b. Grouping Variable: sector of activity	

Note: \* means significance at 1% level; \*\* means significance at 5% level and \*\*\* means significance at 10% level.

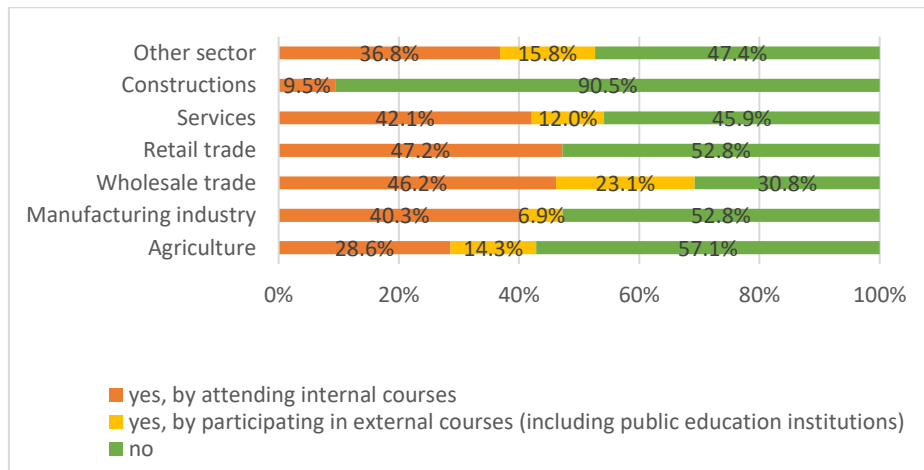
Analysing main differences regarding the changes in salary and job assignment in the last three years, the guidance offered to employees to increase professional training and personal development or the enrolment in a personalised professional career pilot program, the empirical results revealed the existence of significant differences in the case of guidance offered to increase professional training and personal development, since the probability is below 5%.

**Table 11. The empirical results of Kruskal-Wallis test**

	<b>Changes in salary in the last three years</b>	<b>Changes in job assignment in the last three years</b>	<b>Have you been led to increase professional training?</b>	<b>Have you been led to increase personal development?</b>	<b>Enrolment in a personalized professional career pilot program</b>
Chi-Square	5.871	4.028	14.026	13.270	3.300
Asymp. Sig.	.438	.673	.029**	.039**	.770
a. Kruskal Wallis Test					
b. Grouping Variable: sector of activity					

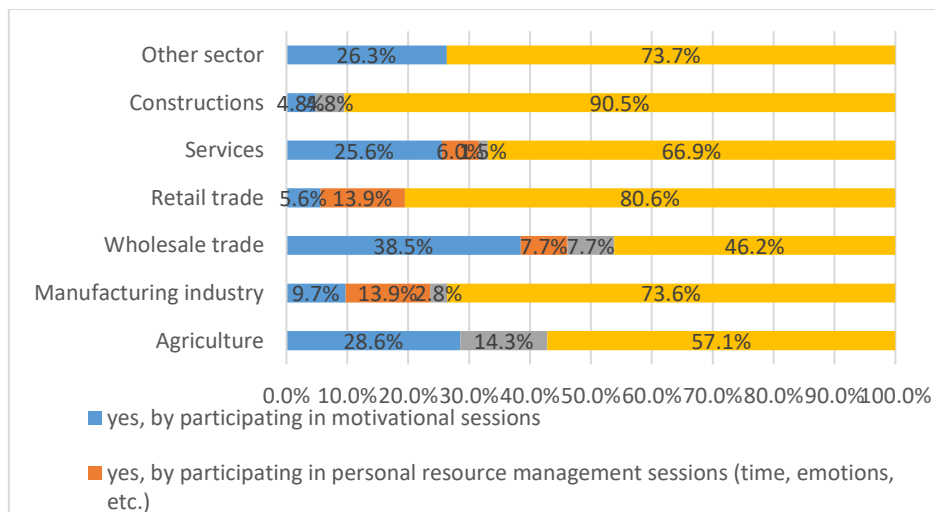
Note: \* means significance at 1% level; \*\* means significance at 5% level and \*\*\* means significance at 10% level.

Therefore, it is worth to mention that almost half of employees from retail trade (47.2%) respectively wholesale trade (46.2%) attended internal courses, while about 23.1% of employees from wholesale trade participated also to external courses. More than a half of employees from agriculture, manufacturing industry and retail trade do not participated in any courses.



**Figura 5. Guidance in increasing the professional training in different sectors of activity**

Concerning the personal development guidance, there is an overwhelming proportion of employees from all sectors of activity declaring to not any guidance in increasing their personal development mainly in constructions (90.5%) and retail trade (80.6%), while the highest percentage of employees declaring to participate in motivational sessions being only of 38.5% in wholesale trade. Regarding the participation in personal resource management sessions, only 13.9% of employees stated to participate and this is the highest percentage registered in manufacturing industry and retail trade.



**Fig. 6. Guidance in increasing the personal development in various sectors of activity**

## 5. Conclusions

The paper investigated the main perception differences of Romanian employees from different sectors of activity relate to job satisfaction, its determinants and also the satisfaction related to the performance evaluation process using an empirical research based on gender differences for a sample of 301 employees from seven sectors of activity.

The empirical results revealed that employees from services, manufacturing industry and agriculture exhibited the highest level of job satisfaction while constructions represents the sector with the lowest level. Concerning the salary satisfaction level, services and constructions seems to offer financial incentives, while retail trade seems to be the most demotivating sector. The analysis of motivational factors revealed that workplace comfort and job stability are considered to be the most important motivating factors in all sectors of activity, while the perspective of hierarchical advancement and logistical support the least motivating. The results of Kruskal-Wallis test pointed out statistical differences among sectors of activity regarding the job satisfaction level and the attractiveness of work done.

Analysing the various methods applied by the company to evaluate the performance of an employee in several sectors of activity, it can be highlighted that the analysis based on the superiors' opinion remains the main method used in the evaluation of Romanian employees with the exception of agriculture characterized by the presence of informal free talks. The empirical results of Kruskal –Wallis test exhibited significant differences in different sectors of activity regarding the elements taken into consideration in the employee performance evaluation process: productivity, initiative/innovation, the quality of communication, relationships with subordinates, superiors and customers and professional development.

Therefore, it is worth to mention that in agriculture, retail trade and constructions, employees are mainly evaluated by firstly the quality of work, secondly by the level of job knowledge and thirdly by teamwork/cooperation level, while in sectors such as manufacturing industry and services are equally used both methods-the quality of work and job knowledge. In wholesale trade, for employers is more important the job knowledge and secondly the quality of work.

Concerning the level of satisfaction related to the last evaluations, employees from retail trade and manufacturing industry exhibited higher levels of satisfaction while those from services and wholesale trade lower levels of satisfaction, pointing out statistical differences across sectors.

Analysing main differences regarding the changes in salary and job assignment in the last three years, the guidance offered to employees to increase professional training and personal development or the enrolment in a personalised professional career pilot program, the empirical results revealed the existence of significant differences in the case of guidance offered to increase professional training and personal development

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