

Acknowledgement: This work was cofinanced from the European Social Fund through Operational Programme Human Capital 2014-2020, project number POCU/380/6/13/125015 "Development of entrepreneurial skills for doctoral students and postdoctoral researchers in the field of economic sciences".

MOBILITY OF HUMAN RESOURCES AND POSSIBLE ORGANIZATIONAL REWARDS FOR RETAINING EMPLOYEES AT WORK

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Madrid, 2020 (virtual)

1. The research problem

To discover what types of organisational rewards retain HR in companies.

Research questions:

- What total reward means?
- What rewards are preferred before/ post employment?
- There are any differences between students/ employees from Romanian co./ multinationals?
- Can we create a new model of Total Reward?

2. Introduction in Total Rewards

„All that an employee gets as a result of he's/ she's work for an organization” (Kantor, Kao, 2004).

„Includes all type of rewards: direct and indirect, intrinsic and extrinsic” (Armstrong, 2007).

Attraction H. R. : begins with the job postings, and it ends with new employments.

Retention H. R. : *„an effort made by employer in order to keep the wanted employees and to achieve the organizational objectives” (Akhtar et al., 2015).*

3. Research stages



1. Literature review

2. Proposing a questionnaire

**Quantitative study, support team Ww SUA.*

3. Testing the internal consistence of the item for the adapted instrument

**Pre-tests in: April, 2014; December, 2014.*

4. Analysis and presenting results threw specific objectives and hypotheses and get improvements

4. Research methodology

Variables: compensation, benefits, work-life balance, performance and recognition, development and career opportunities

- To determine the importance related to all the variables at the job interview.
- To determine the importance related to all the variables post employment.
- To analyze the differences between the scores before/ post employment.

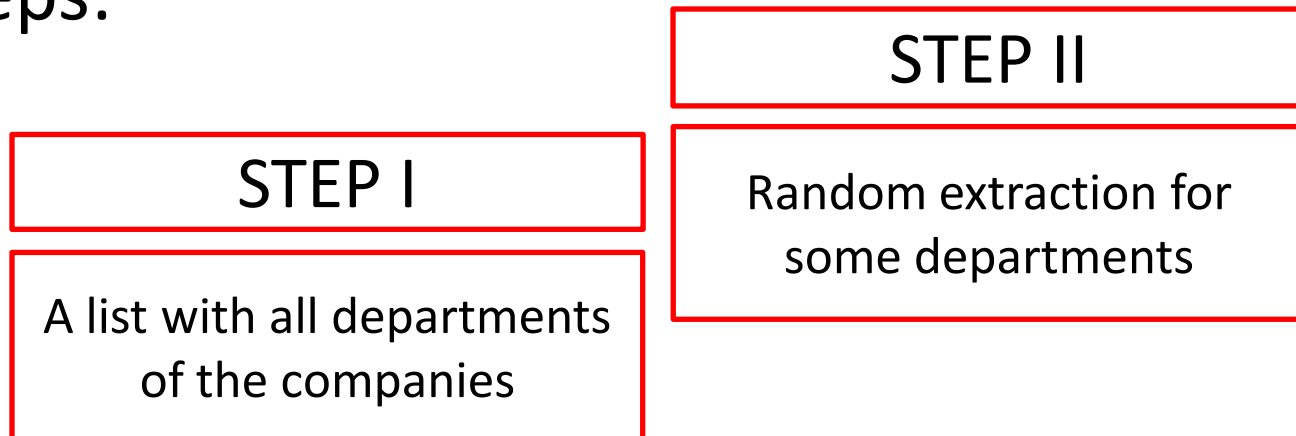
4. Research methodology

- To determine the satisfaction for all considered variables.
- To analyze the differences between importance post employment and the current satisfaction.
- To redefine the initial TRM proposed by de WorldatWork Org., in order to create two specific models for outsourcing: one in recruitment and selection and another for retaining workforce.

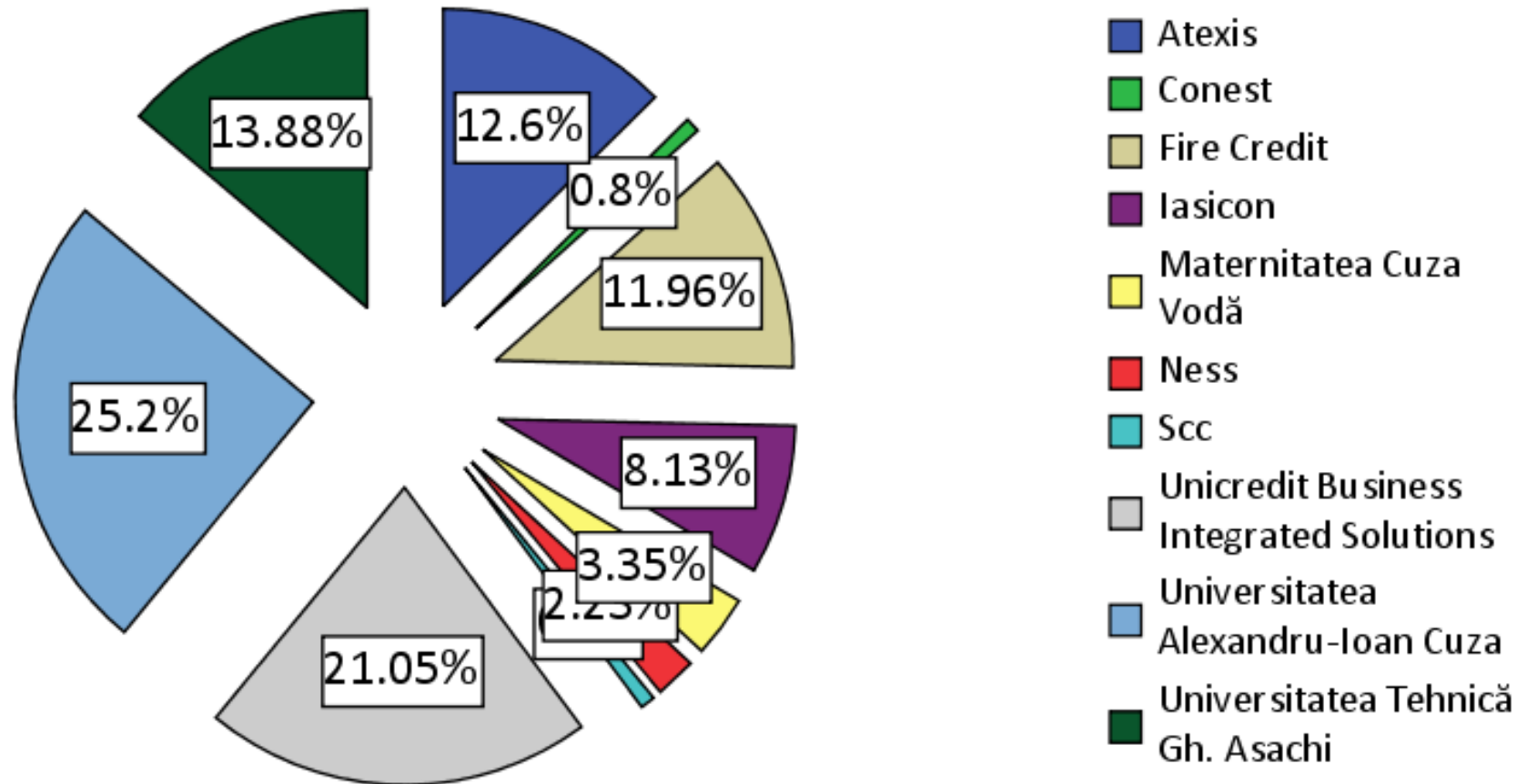
4. Research methodology

Respondents	No.	Percent (%)
Employees M. Co.	305	48.64
Employees Ro. Co.	77	12.28
Students master/ PhD	245	39.08
Total	627	100.00

Representativeness was obtained only for multinational companies, and it was realized in 2 steps:



4. Research methodology



**Data obtained in January 2016 in Iași, by applying a questionnaire that has 120 items (Cronbach alpha=0,944), on paper format.*

4. Research methodology

- Balanced genders;
- 50% of respondents finished a master program;
- Over 75% have no experience as managers.

M

67% have 26-33 years;
78% have no children;
71% over 3 years work experience.

Ro.

33% have 34-41 years; 32% have 26-33 years;
48% have no children;
70% over 3 years work experience.

St.

89% have 18-25 years;
96% have no children;
31% have 1-3 years work experience.

5. Main results

Organizational rewards for employees from **Multinational companies** (1-min; 5-max):

For attraction (BE):

1. Workplace security (4,55);
2. Compensation (4,38);
3. Advancement opportunities (4,27).

For retention(PE):

1. Compensation (4,68);
2. Workplace security (4,66);
3. Advancement opportunities (4,59).

5. Main results

Organizational rewards for employees from Romanian companies (1-min; 5-max):

For attraction (BE):

1. Prestige and status of the company (4,49);
2. Learning opportunities (4,43);
3. Wealth benefits (4,34).

For retention(PE):

1. Learning opportunities (4,73);
2. Compensation(4,61);
3. Relocation financial support(4,60).

5. Main results

Organizational rewards for students from
master/ PhD programs (1-min; 5-max):

For attraction (BE):

1. Advancement opportunities (4,45);
2. Workplace security (4,32);
3. Program flexibility (4,25).

For retention(PE):

1. Compensation (4,66);
2. Advancement opportunities (4,56);
3. Program flexibility (4,53).

6. Conclusions

- The tendency of respondents is to give the highest importance to all organizational rewards;
- Satisfaction is always inferior to importance;
- The empirical model for attracting companies (N = 305) is:

$$Y = 2,776 + 0,109 * X_2 + 0,177 * X_3 + 0,145 * X_5$$

$$\text{Attraction_H_R_BE} = 2,776 + 0,109 * \text{Benefits} + 0,177 * \\ \text{Life_work_balance} + 0,145 * \text{Performance_recognition}$$

The more respondents appreciate the three independent variables in the model, and these are presented as rewards used in the employment interview, the more they increase the willingness of candidates to be recruited.

6. Conclusions

- The empirical model for company retention (N = 305) is:

$$Y = 2,812 + 0,173 * X_1 + 0,127 * X_2 + 0,140 * X_5$$

$$\text{Retention_H_R_PE} = 2,812 + 0,173 * \text{Compensation} + 0,127 * \text{Benefits} \\ + 0,140 * \text{Performance_recognition}$$

The more respondents appreciate the three independent variables in the model, and these are offered as rewards for maintaining the company, the more employees choose to stay in the organization.

6. Conclusions

- Payroll remains a controversial subject;
- Research in the field is difficult to achieve (restricted access);
- It is important for the job interview to know what organizational rewards we want;
- The research tool can be applied only to multinational companies;
- To the companies that were participating in the study were offered analyzes for their own data (private information);

Thank you for your
attention!