

THE INVOLVEMENT OF HUMAN RESOURCES IN THE LABOUR

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Abstract People are the most important category of assets of any organization and also the only asset that may act to accomplish the goals of the organization. The staff at all levels is the essence of the organization. The full involvement of staff enables the use of their skills and knowledge for the benefits of the organization. We talk about commitment when the individual identifies with the organization and directs all their efforts to accomplish its goals. The article analysis the involvement of human resources in the labour, the main factors influencing this process, a series of correlations and some recommendations that managers must take into account for their employees' motivation and involvement.

1. ABOUT THE INVOLVEMENT OF HUMAN RESOURCES IN THE LABOUR

Each employee has their own style of work and the personal way of relating to the tasks that he has to accomplish at work. At the same time, each individual has their own value system in relation to the job he does or would like to do. In this sense, the perception towards the work itself varies from one person to the other and the involvement level in carrying out different tasks is different according to each person.

There is a certain category of employees for whom the features of the tasks that they have to do represent the essential part of their profession. This type of employees can be characterized by the need to do what they like and what gives them professional satisfaction, performing their tasks passionately, enthusiastically and with commitment, being dominated by the desire of the professional development. Therefore, they will try to use every experience in order to improve their professional expertise and interpersonal relationships they establish. At the same time, these individuals will always feel the need for more, in other words, they will want to have a personal contribution to the tasks assigned, showing a proactive attitude to the job and striving to have an overview. Generally, they are very ambitious people who have clear career goals, and who appreciate very much their work which contribute greatly to their personal fulfillment.

One of the extreme risks that an employee belonging to this typology may face would be this continual need to accomplish more which may lead to the impossibility to stop to one job since it can not offer him a deeper involvement in his areas of interest.

On the other hand, there is the category of employees for whom work is only a tool aimed at ensuring a decent life, without giving them the self-satisfaction. Such employees are often those who consider their job necessary, who do their tasks in order to get the wage but who are not actually motivated by the characteristics of the tasks assigned. These people are not generally directed towards a deeper involvement, a transgression of the area the task can be included and are not animated by the desire to meet other needs that could provide them a higher job satisfaction.

These are individuals for whom work does not represent a value but rather a goal, who handle the situations of professional frustration due to a very low level of emotional involvement, but who do not represent for other a model.

One of the major risks these people are exposed to, especially those who are at the beginning of their career, is to reach a limitation area which on long term, after having changed the personal set of values and having gained a certain professional experience, may be harmful for the employee's personal and professional life.

Also, there are employees who are overworked, which must handle a large volume of tasks and do not have the physical time needed to involve more, apart these assigned tasks and add more value to their business even if they would like very much. Meanwhile, there are employees who want to become more involved besides the clearly assigned tasks but their chiefs do not allow. Although it could seem a paradox, this still happens in some of the Romanian companies, especially in the organizations which have a very structured work style and do not encourage the personal initiative.

Given the higher incidence of these types of employees, the companies often are aware of the discrepancies regarding the values, principles and personal work style of each employee and those of the organization, which on the long term are part of the cultural organization.

From this perspective, the organizations have tried lately to emphasize and evaluate more seriously the profile of their future employees, not just their level of professional expertise, in order to facilitate the increasing of the performance level.

The following definitions were made related to the involvement in work

- Involvement is a function expressing the costs and gains associated with the membership in an organization.
- Involvement is what the acts and behavior of the individual explain
- We can talk about involvement when the individual identifies itself with the organization and direct all his efforts guided to its goals
- Involvement is an attitude or a behavior caused by:
 - strong confidence and full acceptance of goals and values of the organization;
 - willingness to make efforts for the organization;
 - a strong desire to belong to the organization.

The research of involvement oriented towards the following areas:

- *the conception based on the exchange between the individual and the organization.* The involvement results from the exchanges, mutual expectations between individual and organization;
- *the psychological concept.* The involvement results from an identification process of the individual within the organization. It stresses the emotional aspects of the relationship between the individual and organization.

The factors influencing the work involvement are:

a) Age and job seniority.

A lot of research studies have shown that the age and seniority are positively associated with the favorable job attitudes. On the whole, the attitudes are shaped according to the age. Young workers show their job attitudes the least. Several explanations have been proposed for this reality. As people gain much job seniority, they generally move to jobs involving more responsibility. The age and seniority are the main elements which contribute to the competence.

Another possible explanation is that the older employees have more realistic expectations from their job due to their experience and this is the reason why they are more satisfied with the rewards provided by the organization.

On the whole, the involvement increases according to the employees' age and seniority in the organization and this is for several reasons:

- on the one hand, as you get older, it becomes difficult to find another job outside the organization. Therefore, the individual will be inclined show much commitment to the current organization;
- on the other hand, the involvement is a long process, and employees with a big job seniority have had time to strengthen ties with the other employees.

But the results are not always categorical because the effect of age and seniority may intersect with the effect of other factors. There are frequent situations in which the young graduates are heavily involved at the beginning of their careers, due to their need to gain experience. The involvement will diminish when the experience becomes an "asset" on the labor market.

b) Training level. This factor often leads to the involvement decreasing: the higher level of employees' education, the less they will involve in the job tasks. We should keep in mind some aspects mentioned below, in order to explain this reality:

- a person with higher education is more appreciated and therefore, they have greater opportunities to find a job in another organization. Also, it is known that a higher education level leads to complex expectations, hard to be satisfied by an organization.
- schools and education enable people to experience activities such as sport or culture. Therefore, the organization is indirectly competing with other connections and value systems experienced by certain individuals.

c) Sex. Some studies have linked gender to involvement, saying that women are more involved than men. The explanation for this phenomenon is based on the fact that women have continually faced numerous and difficult barriers in their career, which makes them to be more involved in the organization and give up other activities. There are also studies that consider the women less involved in job, due to the housework they have to do in their family.

d) Individual personality. Some studies show that the need for achievement, self-achievement and work ethics can be considered as important factors for the work involvement.

e) Factors related of job location and job specifications.

f) Structural features.

2. SIMILARITIES AND DIFFERENCES

2.1. Similarities and differences in motivation-involvement correlation

The similarity elements between motivation and involvement:

- they were often approached in the same way. The motivation based on the needs theory tries to clarify the factors that determine the motivation state. Researchers, who have studied involvement, which is regarded as a positive state, generating performance, were concerned with finding the determinants of the involvement state.
- both are largely concerned with the individual.

Discrimination features:

- the most motivational theories relate to the individual's evaluative action that will try to identify their interest in each situation. These theories emphasize the reward structure the organization gives, the structure of goals and the content of the activities. The involvement tends to focus on the concept of value, of personal identity.
- the motivational theories focus on how the tasks are fulfilled. The theories of involvement have a greater tendency to focus on the organization: the organization as a whole is more important than its activities.
- the both theories insist on the individual perceptions of a particular work situation. In addition, the involvement goes further in the process which links the individual to the organization, achieving a more interactive approach and demonstrates that the organization can influence the psychological development of the individual.

2.2. Similarities and differences in the work – involvement correlation

Similar elements:

- both refer to the individual states;

- many factors determining job satisfaction can be seen as main factors for the involvement

Discrimination features:

- satisfaction is a state, while the involvement is rather a process;
- satisfaction is a resulted passive condition while the involvement suggests an action;
- satisfaction does not lead to specific actions, while the involvement causes certain behaviors.

2.3. Similarities and differences in motivation - job satisfaction correlation

Similar elements:

- both are based on the same theories;
- both try to explain performance;
- both led to many management approaches aiming at the increase of the satisfaction and motivation level

Discrimination features:

- the situations where motivation leads to performance are more common than those where performance is determined by job satisfaction, even if it is hard to demonstrate this reality. There are many cases where the companies in which employees enjoy a general satisfaction prove the inability to react to environmental challenges in which they operate.
- reading the theories on job satisfaction and motivation, we believe that, people have to be motivated and to achieve a state of job satisfaction. However, there are many people who do not consider the problem or work satisfaction.

3. TIPS "KEY"

5 Tips "key" that managers must take into account for the motivation and involvement of employees.

1. The organization has the greatest influence on the degree of involvement of employees.
2. There is not a successful model for an organizational culture that will bring immediately performance. The best approach depends on the company's strategic priorities.
3. The employees are willing to invest more in the company's development, but they want to understand what will be their gain.
4. The leaders must find the best way to inspire and to raise employees' engagement.
5. The companies must understand their employees as well as they understand their customers, so they are able to create a working environment that will lead to the increase of the performance and of the involvement.

4. CASE STUDY

In this study it was focusing on putting in evidence the approach concerning the management of human resources, starting from the premise that the objective is not more the concern that the employees have to develop activity in the given parameters, but the objective is becomes the involvement of the employees in the activity of the organization at the level of their possibilities.

In this order, it was elaborated a questionnaire with 25 questions, each of them having a scale with 5 answer levels:

- the objectives that the employees have to fulfill are exciting and, in the same time, realistic and realizable;
- the employees are involved on the determination of their own objectives;
- the employees are feeling that they detain totally or partially the control;
- the increasing of their individual job tasks by more delegation;

- the employees are informed about the decisions that will influence their activity and, in fact, about every important aspect related to the organization;
- each employee has the chance to assume more responsibility and to obtain more experience;
- the employees understand the fact that the achievements and failures depend on the clear defining of the relation between effort and reward;
- the achievements of the employees are recognized by the managers.

5. CONCLUSIONS

After the centralization of the questionnaires' results of those 30 employees, in order to improve the involvement in work of human resources, the managers can take decisions regarding the optimal variants:

- to amplify the own confidence of the employees with the goal that these will become more motivated in involving in complex activities;
- to provide a constructive competition;
- to valorize the work of the employees,
 - by creating opportunities to obtain the satisfaction and to avoid the non-satisfaction,
 - or
 - by realizing of a climate of appreciation of the well done work;
- to provide a stimulating pay system; the delegation etc.

The success of using of these variants depends on the concordance between the employee the position he is occupying.

In conclusion, when are designing working positions, it is absolutely necessary to have in view also the motivation implications in order to obtain a better, as possible, correlation person-working position, which may conduct to the attraction and involvement of the employee for the achievement of the objectives at the organization level.

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