

Does Company Size Matter? An Empirical Investigation on Job Satisfaction and Work Flexibility based on Romanian Employees' Opinions

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Abstract

The labour market was in a continuous changing process in the last years and the atypical work has become more significant. Recently, work flexibility become more and more relevant, people working at desired times tend to be more motivated and therefore the level of retention increases. In this context, the main objective of this paper is to investigate the main characteristics of job satisfaction and work flexibility in different Romanian companies using the opinions of 220 employees, highlighting the main differences between practices in micro, small, medium and large companies.

Thus, the main research question: is it better to work for a small or a large company? In order to do that, descriptive statistics and non-parametric tests (Kruskal-Wallis tests) have been used. The empirical results revealed that employees of small companies are the most satisfied with both their current job and the salary received, while the less satisfied are paradoxically, the employees from the medium or large companies. Asked about the measures to be taken to improve employee motivation, employees from micro companies tend to consider the flexible program as a very important incentive to improve the work motivation, while the small companies' employees give even more importance to the ability of working from home (remote work) or near to the house (teleworking). Regarding the main forms of flexibility present in the Romanian companies, it is important to highlight that if the teleworking is important for small companies, updating job post according to new tasks is more prevalent in

large companies. Also, large companies tend to consult their employees about changes in work organization and working conditions, while the work in shifts is more specific to medium size companies. The functional flexibility revealed statistical differences regarding the training courses paid by the employer, this type of flexibility being more widespread in large companies.

The empirical results revealed that all the new ways of working tend to be more known among employees from large companies.

Keywords: Work Flexibility, Job Satisfaction, Romanian Employees, Teleworking, Non-Parametric Statistics

Introduction

Recent transformations push the world's economies towards rapid restructuring. Global competition increases the pressure to optimize production processes. The nature of work is changing. In addition to linking to the capital, work is modeled by how the workplace is organized in a more service-oriented environment, in a digitized economy.

Organizing work with fewer permanent full-time jobs can offer greater flexibility to both sides of firms and employees, but it will also bring new challenges, because non-standard work can reduce work satisfaction and may be detrimental to financial stability workers and also the employee's insurance is still dependent on standard employment.

Atypical work has become more significant. Full-time permanent work is still the largest part of today's employment. However, the increasing incidence of non-standardized forms of employment has brought structural changes into working patterns.

Social dialogue is important to ensure that employers and workers are certainly benefiting from increased flexibility related to teleworking. New technologies allow many employees to work (almost) anywhere and at any time. The distinction between work and private life is becoming less and less clear. Mobile work based on ICT, which allows work from home or while on a business trip, is becoming more and more frequent. In addition, working time has evolved, with the ability to work from different locations and in different time zones.

Motivation is key to employee engagement, satisfaction and performance. Each employee is unique and should be treated as such. Therefore, it is very important for managers to understand what motivates each subordinate individually.

Innovation, creativity and initiative represent ingredients that lead to performance in the majority of jobs and also are elements that motivate the new generations of employees.

The labour market has experienced a continuing transformation in recent years and in this context work flexibility has become essential for those employees who work at desired times who become more motivated and have a higher level of retention.

Therefore, in a period of technological development, flexibility becomes a primary need for both the employer and the employee. Considering the slow adaptation of the Romanian legal framework to the current labor market realities, the main challenge for employers in Romania is precisely the identification of practical and innovative solutions to implement this increased flexibility in work.

In this context, the analysis of the motivational system and flexibility of the employees in the Romanian companies becomes even more relevant. Knowing more in depth the process of employee motivation and work flexibility is important especially because it enables the identification of those characteristics that should be treated with an increased interest in order to improve organizational performance and finally the employees' motivation and productivity.

At national level, there is a lack of empirical studies investigating the differences concerning job satisfaction and work flexibility in micro, small, medium or large companies.

To our knowledge, there are few studies analyzing the particularities of work flexibility in Romanian companies and even fewer that treats the comparison between different classes of companies by size.

Therefore, the main contribution of this paper to the field is to offer an empirical perspective about the differences related to employee job satisfaction and work flexibility in the Romanian companies using a sample of a sample of 220 employees, trying to respond to the key question of our research: It is better to work in small or large companies?

The main element of originality of the paper resides in the results of the most recent empirical research concerning the job satisfaction and work flexibility among Romanian employees.

The paper is organized as follows. The second section presented an overview of the most relevant national studies regarding both job satisfaction and work flexibility while the next section was dedicated to the presentation of the main data and research methodology. The section of empirical results pointed out the sample profile followed by another two sub-sections revealing the main features of job satisfaction and work flexibility together with the main differences among Romanian employees. The paper ends with the main conclusions.

Literature Review

Investigating the literature on job satisfaction and workplace flexibility and trying to respond to the question: Is it better to work for a small or a large company?, it is worth to mention that at national level, there are relatively limited studies concerning job satisfaction and workplace flexibility among Romanian employees and even more restricted one for those analysing job satisfaction and workplace flexibility in different classes of companies.

One one side, regarding the job satisfaction, the studies of Casuneanu(2010, 2011), Burlacu and Birsan(2016), Tampu and Cochina(2015), Analoui (2000), Lut(2012), Cristescu, Stanilă and Andreica (2013) or Beiu and Davidescu (2018a,b,c,d) and Matei and Abrudan (2016) are relevant for the national literature in the field.

Casuneanu (2010, 2011) analyzed the job satisfaction among Romanian employees using the information collected by a national survey in 2009 based on a sample of 402 employees, revealing that job stability was considered to be primordial for the Romanian employees at the onset of the economic crisis, followed by the salary confirming that in times of crisis the money is not everything in terms of work motivation. Casuneanu (2011) revealed that the most relevant motivational factors were job authority, responsibility and autonomy, job stability and professional development.

Burlacu and Birsan (2016) tested the hypothesis that the money represents the greatest reason for working, revealing that almost half of interviewed individuals consider that the wage is not sufficient for to cover the monthly expenses, the main conclusion of the study residing in the fact that salaries cannot be considered satisfying, nor they can ensure a proper quality of life.

Using a sample of 629 respondents from multinational companies in Bucharest, Tampu and Cochina (2015) aimed to investigate what are the motivational incentives that could increase the performance of Romanian employees, revealing the relevance of responsible communication from management team to employees, the early distribution of tasks, the recognition or an attractive salary in enhancing the employees 'performance. Analoui (2000)

aimed to know what motivates senior managers pointing out the importance of recognition and appreciation, salary and remuneration, promotional status, and job satisfaction.

Using the information collected from trade companies in the Romanian Western Region, according to Lut(2012), motivation among Romanian employees is more related to a high salary and too little to non-financial rewards. Also, she pointed out the short term role of financial motivation who works only to increase productivity, but on short-term.

Cristescu, Stanilă and Andreica (2013) revealed that in the period of economic crisis, the salary, the communication within the team and job stability are the top three most relevant extrinsic motivational factors while the most important intrinsic motivational factors for public Romanian employees were the satisfaction of being useful to the community, the accomplishment at work and the work-life balance.

Studies of Beiu and Davidescu (2018a,b), Alexandru and Casuneanu (2011) and Matei and Abrudan (2016) offered empirical evidence for two of the most commonly used motivational theories-Herzberg dual factors and Vroom expectancy theory. Furthermore, Matei and Abrudan (2016) tested the validity of Herzberg theory for Romania considering the cultural context and revealed that intrinsic factors generated an increase in satisfaction level, but proved that the theory is not suitable for the Romanian cultural context.

The empirical results of Beiu and Davidescu (2018a) providing empirical evidence concerning the validity of Herzberg theory among the Romanian employees revealed that the significance of recognition, responsibility, job security and rewards as the main motivational factors and analyzing comparatively the differences related to those factors among employees from public and private sectors, it can be highlighted that job security, recognition and responsibility were considered to be the most important for public sector employees, while rewards was considered to be more relevant for the private sector employees. The research pointed out also statistical differences among employees from public vs. private sectors regarding two of Herzberg identified motivational factors, revealing that responsibility and recognition are highly appreciated in the public sector.

Testing empirically the validity of Vroom expectancy theory among Romanian employees in 2018, Beiu and Davidescu (2018b) proved that intrinsic valence, expectancy and extrinsic instrumentality were considered fundamental in the process of motivating the employees, revealing that the level of responsibility, the usage of skills and abilities, the feelings of accomplishment, the responsibility over the job are the most important determinants in increasing the level of motivation.

Beiu and Davidescu (2018c) investigated the differences among various activity sectors regarding job satisfaction as well as the performance evaluation process highlighting that employees from services, manufacturing industry and agriculture are the most satisfied with their jobs, while constructions represents the sector with the lowest level. They already pointed out the relevance of workplace comfort and job stability for the Romanian employees irrespective of the activity sector, while the hierarchical advancement and logistical were situated at the opposite side.

Analysing gender differences, Beiu and Davidescu (2018d) revealed that women considering the stability more important, while for men the actual salary is very important.

On the other side, in terms of work flexibility, Lefter, Davidescu and Casuneanu (2018) showed that, the autonomy of work teams and the working time flexibility are the most important for Romanian employees.

Bran, Udrea and Ionescu (2015) proved that the training of employees is an important incentive for increasing work flexibility and also the performance. Wallace (2003) analyzed

flexibility of time (working hours), place (where the work takes place) and conditions (contract) in 8 European countries revealing that a low level of flexibility is related to people with low education, low income, often young workers and those found in rural areas.

Cășuneanu (2013) offered alternative ways of improving labor flexibility in Romanian companies analyzing the working time flexibility, contractual flexibility, functional flexibility as well as wage flexibility.

According to Brinzea and Secara (2017, p.111), teleworking is “a way to work in a changing workplace, providing a new resource to support business performance and improve employees' working and living conditions”.

Serban (2012) considered the work flexibility to be the solution to increase employability, pointing out the role of educational process in gaining valuable employees.

In 2019, the Lithuanian Free Market Institute launches on the European market for the second year, the 2019 employment flexibility index for EU and OECD countries designed to provide a comparative quantitative analysis of flexibility of labor market regulations. Released in 2018, this measure is designed to analyze the importance of flexible employment as a useful tool in monitoring and evaluating national practices. It is based on the World Bank's data on labour regulation and covers indicators on hiring, working hours, redundancy rules and redundancy costs.

In their report, The Global Competitiveness Report 2015-2016, the World Economic Forum mentioned that fixed-term employment has made a significant contribution to the job creation in many countries; the use of temporary employment contracts increases the flexibility of the labor market as it allows employers to more effectively adjust their operations by replacing temporary absentee employees; seasonal employment by temporary employees, fluctuations in the business cycle, and short demand peaks.

The Employment Flexibility Index 2019 shows that the degree of employment protection varies across countries. It is scaled to take values from 0 to 100, the higher the score, the more flexible labour regulation is in a particular country. In terms of employment flexibility across EU countries, Denmark, UK and Ireland occupies the first places, while France, Luxembourg and Portugal registered the lowest level of employment flexibility in the EU Member States. In this ranking, Romania occupies position 18, with a general score of 63.9, far behind Bulgaria, with a score of 79.6, respectively Hungary 72.5(fig. 1).

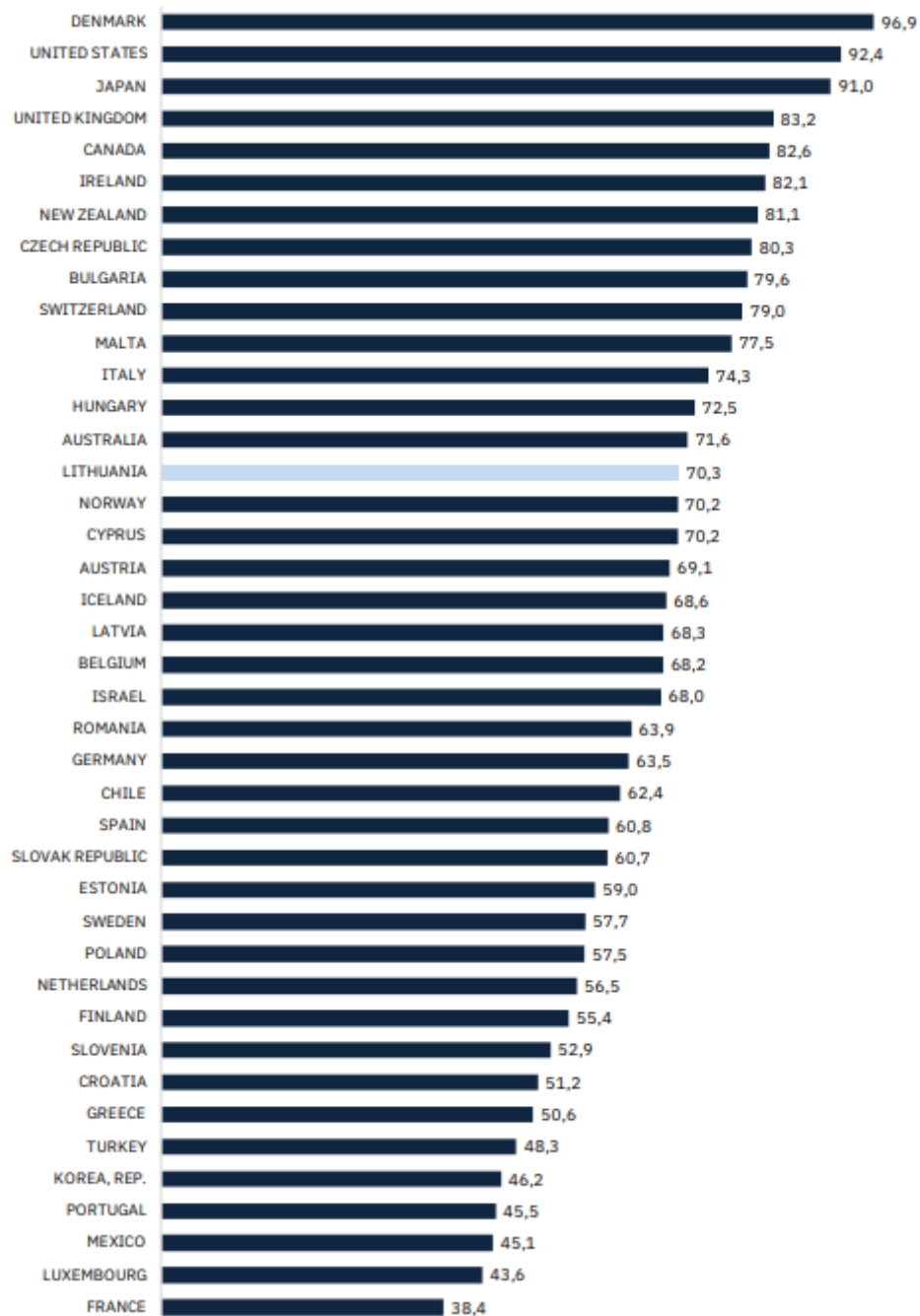


Fig.1. Employment flexibility index 2019 in EU and OECD countries

Methodology and Data

The main purpose of the paper was to investigate the main characteristics of job satisfaction and work flexibility in different Romanian companies based on a sample of 220 employees, highlighting the main differences between micro, small, medium and large companies.

In order to do that, the sample has been formed from individuals with ages between 15-64 years old, employees and it was stratified by regions, activity sector, gender and area. The

sample was considered to be representative at national level in all activity sectors. The data has been collected during the period October-November 2018.

The main objective of our research was to respond to the main question: It is better to work in small or large companies? We tried to respond to this question from the perspective of job satisfaction and work flexibility elements.

In order to do that, different types of variables have been used. Thus, within the survey, job and salary satisfaction levels were measured using five categories ordinal variables 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.

The satisfaction level with the working conditions was quantified based on an ordinal variable measured on the Likert scale with five categories: 1- very dissatisfied, 5-very satisfied. Higher scores indicate a higher level of satisfaction.

Changes in the motivational system compared in the past years have been quantified based on an ordinal variable with three categories: 1-has improved, 2-remained the same, 3-got worse.

Within the survey, the measures that need to be taken in order to improve employee motivation have been investigated, being quantified based on dichotomous variables encoded by 1 - for presence and 0 - otherwise; the choices being multiple:

- increase wages;
- flexible program;
- the ability to work from home, or near the house;
- training courses for employees;
- setting up a more friendly, more attractive, less tiring / rigid workspace;
- better organization of employees' work;
- reducing overtime / overtime work;
- more free time;
- organizing an environment based on collaboration and collegiality;
- more discipline at work
- a better system of assessing the work done.

Following Casuneanu(2013), within the research four types of workplace flexibility were analysed: working time flexibility, contractual flexibility(temporary contracts, fixed-term contracts, self-employed contracts), functional flexibility(training of employees) and wage flexibility.

The main forms of work flexibility existent in the Romanian companies, the main characteristics of working time and functional flexibility, the measures to be taken to improve work flexibility as well as the potential impact of ways of working (FO, CW, HOT and HOP), from the point of view of organizational performance have been evaluated using dichotomous variables coded by 1-for the presence and 0-otherwise.

Flex Office [FO] referred mainly to non-personal and non-tertiary workspaces, creating better facilities for meetings, concentration, creative activities , learning activities and more.

Coworking [CW] means activities in leased spaces, individual and short-term, or just for certain activities. Home Office is homework, either [HOT] or part [HOP].

The empirical analysis was based on frequencies and descriptive statistics, while the non-parametric Kruskal-Wallis test was applied to point out the main differences among Romanian employees. The Statistical Package for Social Sciences version 20 (SPSS) was used to perform the analysis.

Empirical Results

Sample Profile

Analyzing the main characteristics of the interviewed employees, about 55% of them were males and approximately 30% of them have ages between 36-45 years old and 46-55 years old. Most of the employees work in companies from service area (44%) followed by manufacturing industry (24%) and retail trade (11%). Almost 27% of employees have as length of service over 10 years, while 23% of them have between 1-3 years, respectively 5-10 years. Concerning the years of experience in management positions, an overwhelming proportion of employees (82%) declared not to have such an experience.

Regarding the main occupation, a quit large proportion of employees declared to be skilled workers (42%), while only 19% of them were higher education specialists and 15% of them declare to be public services' employees.

It is worth to mention that a large proportion(42%) of interviewed employees have salary under the threshold of 2500 lei and only 6% of them earned between 5000 and 7000 lei, while an even smaller proportion(2%0 earned between 7000 and 10000lei.

The sample regional distribution revealed a relatively balanced distribution, 20% of interviewed employees coming from Bucharest-Ilfov, while almost 11%-12% of them were coming from other regions of the country. Approximately 31% of employees come from small companies with almost 49 employees, while 27% of sample work in large companies with more than 250 employees. The majority of respondents (70%) declared to work in limited liability companies, while only 7% of them in public institutions.

There are significant differences between different classes of Romanian companies regarding the main characteristics of motivational system?

Analyzing the distribution of job and salary satisfaction level of Romanian employees depending on the company size, it can be highlighted that employees of small companies are the most satisfied with both the current job and the salary received, while the less satisfied are paradoxically, employees from the medium or large companies (Table 1).

Table 1

Descriptive analysis of job and salary satisfaction level by company size

How many employees does the company has?		Job satisfaction Level	Salary satisfaction Level
1-9 employees	Mean	3.80	3.55
	Std. Deviation	1.091	.901
10-49 employees	Mean	4.00	3.68
	Std. Deviation	.985	1.036
50-249 employees	Mean	3.60	3.43
	Std. Deviation	1.035	1.078
More than 250 employees	Mean	3.93	3.42

	Std. Deviation	.756	1.046
Total	Mean	3.85	3.53
	Std. Deviation	.968	1.022

The results of Kruskal-Wallis non-parametric analysis pointed out that there are no differences of opinion regarding the degree of job and salary satisfaction, respectively regarding the motivating factors considered as key elements for the increasing of work motivation among Romanian employees from different company classes (micro, small, medium, or large)(Table 2).

Table 2

Analysis of perceptions regarding the main characteristics of the Motivational system in Romanian companies according to the company size

	Kruskal-Wallis test	Asymp. Sig. (2-tailed)
Job satisfaction level	5.607	.132
Salary satisfaction level	2.752	.432
Motivating factors		
Job stability	2.917	.405
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.)	5.027	.170
Perspective of hierarchical advancement	1.809	.613
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)	2.087	.555
Adequate logistical support (business phone, car, laptop)	3.683	.298
Bonuses	.856	.836
The attractiveness of the work done	1.588	.662
Authority, responsibility and autonomy in the post	4.342	.227
Professional development	4.620	.202
Workplace comfort	1.030	.794
Level of satisfaction with working conditions		
	2.589	.460
Compared with the previous year, did the motivation system in your company changed?		
	.165	.983
Measures to be taken to improve employee motivation		
Wage increases	2.003	.572
A flexible program	6.984	.072***
the ability to work from home, or near the house	7.200	.066***
training courses for employees	3.758	.289
setting up a more friendly, more attractive, less tiring / rigid workspace	2.991	.393
better organization of employees' work	5.065	.167
reducing overtime / overtime work	2.326	.508

more free time	5.234	.155
organizing an environment based on collaboration and collegiality	2.692	.442
more discipline at work	6.285	.099***
a better system of assessing the work done	5.350	.148

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)

The only differences revealed by the Kruskal-Wallis test are related to measures to be taken to improve the overall level of employee motivation. Therefore, statistical differences have been recorded regarding the flexible program, the ability to work from home, or near the house (teleworking) respectively a higher degree of discipline at work, since the probability of the test was smaller than the significance level of 10%.

Furthermore, employees from micro companies tend to consider the flexible program as a very important incentive to improve the work motivation (52.3% of them), while the small companies' employees give even more importance to the ability of working from home (remote work) or near to the house (teleworking) (21.7% of them). At the opposite side, the employees of large companies considered the discipline at work an important asset to improve the overall level of work motivation (20% of them) (fig.2)

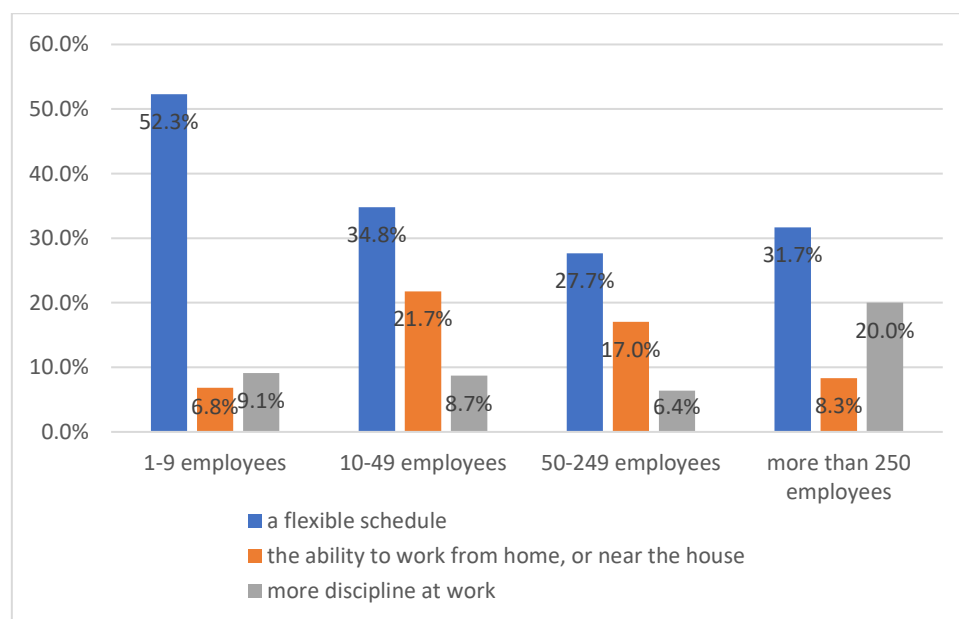


Fig.2. Differences between different categories of company size employees regarding the measures to be taken to increase motivation in work

There are significant differences between different classes of Romanian companies regarding the main forms of work flexibility?

The empirical results of non-parametric analysis based on the Kruskal-Wallis test revealed that there are statistically significant differences among employees from different company size regarding the teleworking as the main form of work flexibility present at the job, respectively regarding the attendance to training courses paid by the employer as a form of functional flexibility and all the new ways of working (HOT, HOP, CW, FO) (table 3). Also, the

analysis informed the presence of statistical differences among employees from micro, small, medium or large companies concerning contractual flexibility, an overwhelming proportion of employees irrespective of company size declared to have an indefinite working contract with full working time, and only maximum 4.3% of small firms' employees have indefinite working time with part-time work. Therefore, we can conclude that the contractual flexibility is not much present within the Romanian organizations (fig.3).

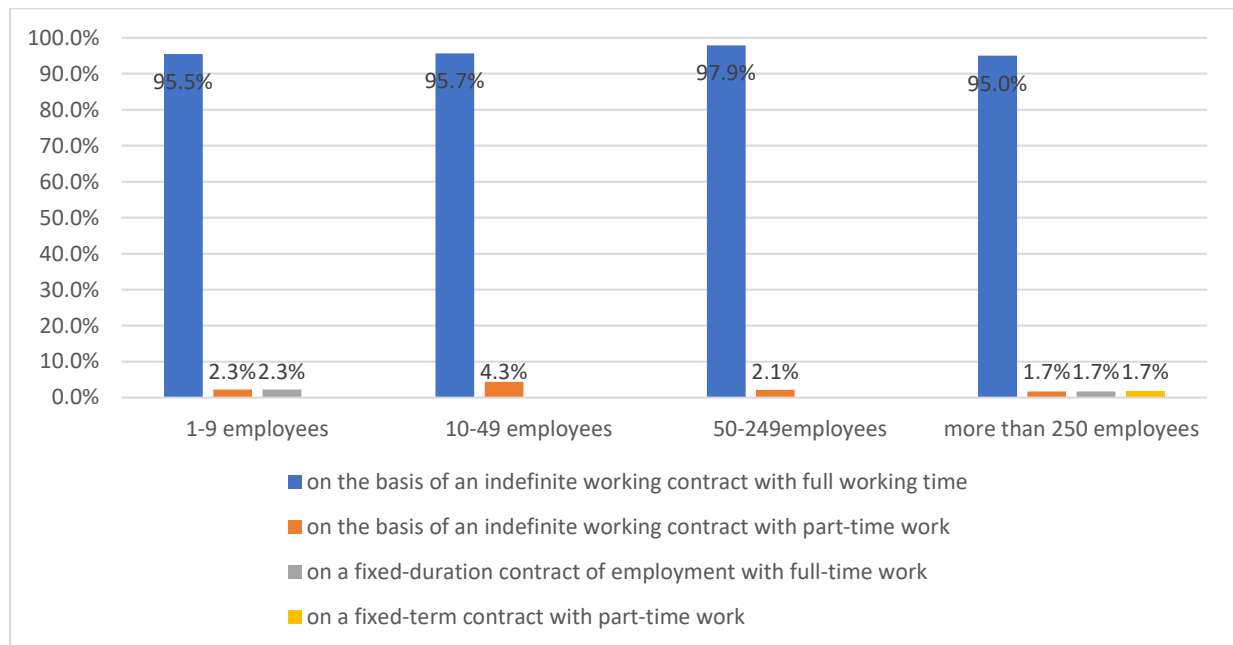


Fig.3. Distribution of contractual flexibility (types of contracts) among employees from different classes of companies

Analysing the opinions regarding the main forms of flexibility present at the current job, there can be highlighted statistical differences among employees of different business classes for teleworking and updating job post according to new tasks, since the probability of Kruskal-Wallis test is smaller than the significance level of 10%. ***If the teleworking is important for small companies, updating job post according to new tasks is more prevalent in large companies (fig.4).***

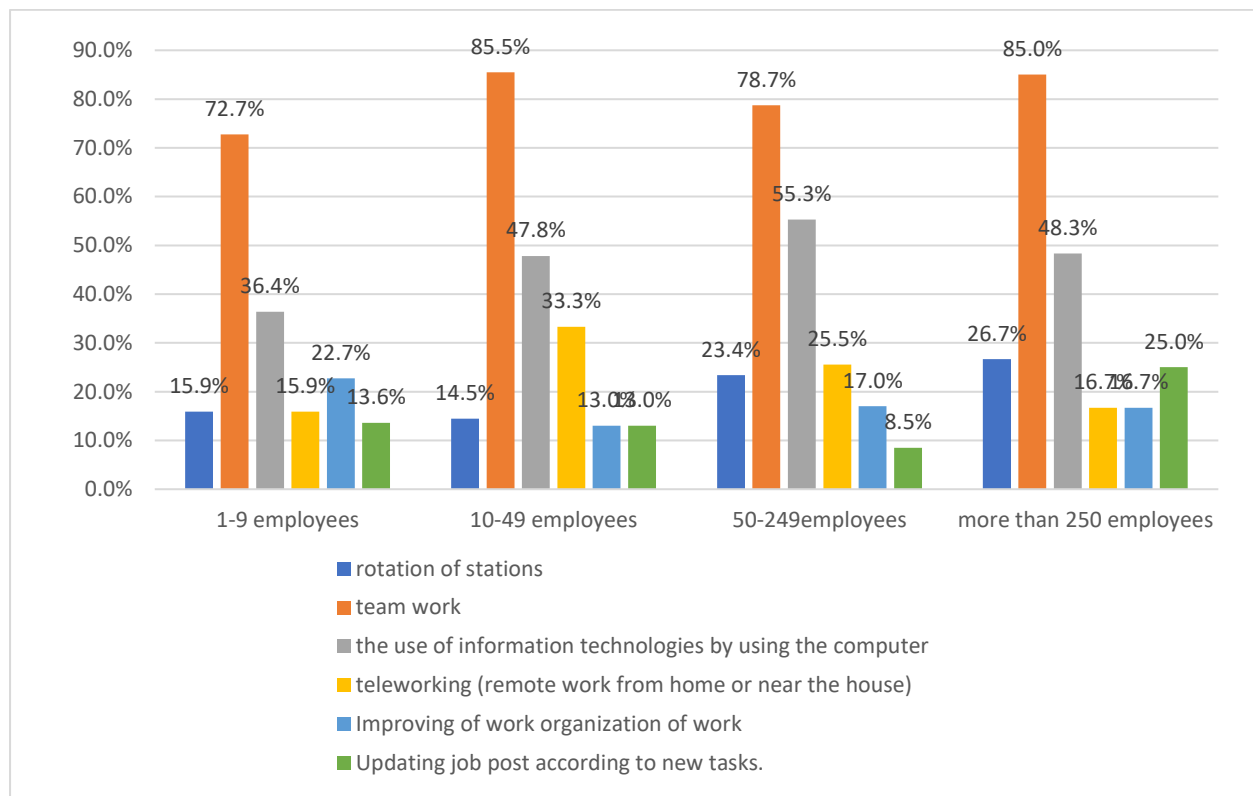


Fig.4. Differences regarding the main forms of flexibility present at the current job among employees from different classes of companies

Table 3

The empirical results of the main differences regarding work flexibility characteristics by company size

	Sig(Kruskal-Wallis test)
Contractual flexibility (Type of contracts)	0.884
Main forms of work flexibility present at the job	
Rotation of stations	0.289
Team Work	0.300
Computer Usage	0.342
Teleworking(remote work, at home or at a nearby office)	0.081***
Improving of work organization of work	0.616
Updating job post according to new tasks.	0.098***
Main elements regarding the working time and activities at the post	
Do you work 40h per week at the main job?	0.813
Do you have more than one job?	0.489
Do you work the same number of hours every day?	0.630
Do you work the same number of days every week?	0.842
Start and finish the program at fixed hours?	0.376

Are you working in shifts?	0.060***
Do you work flexible?	0.870
Have you been consulted about changes in work organization and your working conditions?	0.090***
Is your work evaluated periodically?	0.187
Do you think you are well informed about the health and safety risks of your workplace?	0.203
Main forms of functional flexibility	
Attending training courses paid by the employer	0.029**
Attending paid training courses from your own sources	0.354
Benefit from on-the-job training	0.372
Level of satisfaction associated with the working conditions of current job	0.460
Main measures that need to be taken to increase the flexibility of employing the workforce and the working time of employees	
A flexible work schedule	0.718
The ability to work from home, or from a space near the house (teleworking)	0.674
Independent working teams to manage their time together to identify a task (work team autonomy)	0.918
Flexible remuneration, depending on the effort and the allocated time	0.184
Ability to work outside of regular program hours	0.982
Better management of the space to minimize travel during work	0.337
Better management of fixed assets (technologies, equipment) to put as little effort into their use	0.779
Extending holidays	0.654
Reduction of work week	0.618
Functional flexibility	
Have you attended training courses paid by the patron?	9.02**
Did you attend paid training courses from your own sources?	3.26
Have you benefit from on-the-job training?	3.13
New ways of working	
Home working	0.017**
Partial Home working	0.012**
Co working	0.018**
Flex Office	0.016**

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).

Statistical differences have been revealed regarding the working in shifts and the consultation of employees about changes in work organization and working conditions. Therefore, more than half of interviewed employees from medium size companies declared to work in shifts followed by those from large companies (43.3%) comparative with only 29% of those from small companies. Regarding the consultation concerning work organization and working conditions, employees from large companies are the most informed (65%) followed by those from microenterprises (56.8%) and small companies (55.1%)(fig.5).

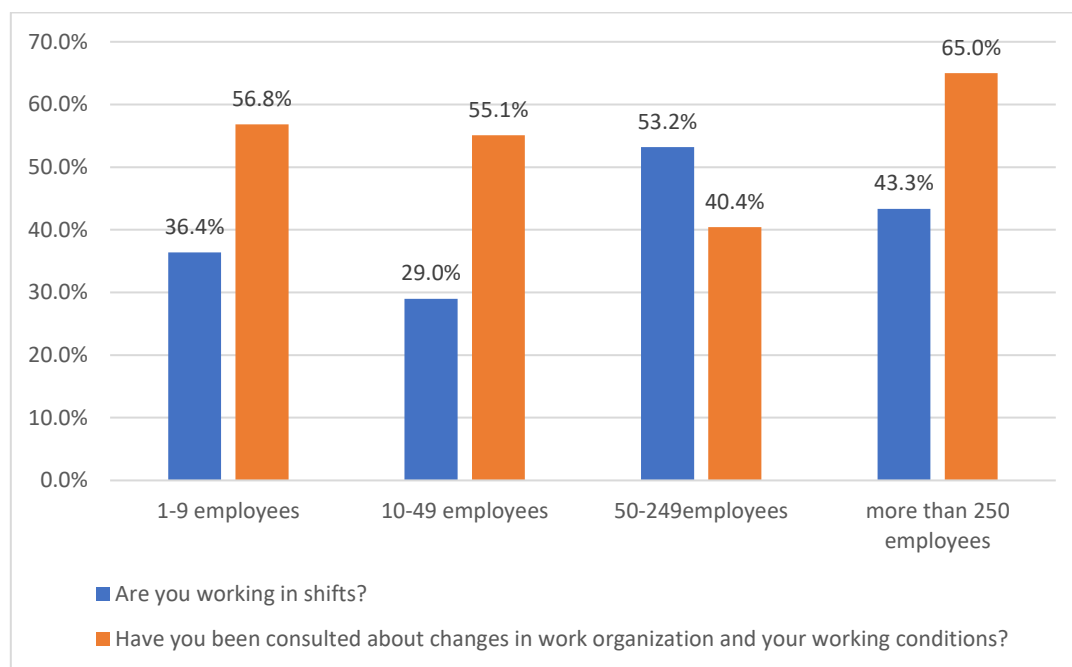


Fig.5. Differences regarding the main elements regarding the working time and activities at the post among employees from different classes of companies

In conclusion, large companies tend to consult their employees about changes in work organization and working conditions, while the work in shifts is more specific to medium size companies.

In the top of the mentioned measures to be taken in order to increase the flexibility of employing the workforce and the working time of employees, there are the flexible compensation according to the effort and the allocated time (66% of the employees) followed by a flexible work schedule (45% of employees). Therefore, it is important to mention that for Romanian employees, wage flexibility and working-time flexibility would be highly appreciated(fig.6).

Among different company size employees, there were not observed any statistical differences regarding the main measures that need to be taken in order to increase the flexibility of employing the workforce and the working time of employees.

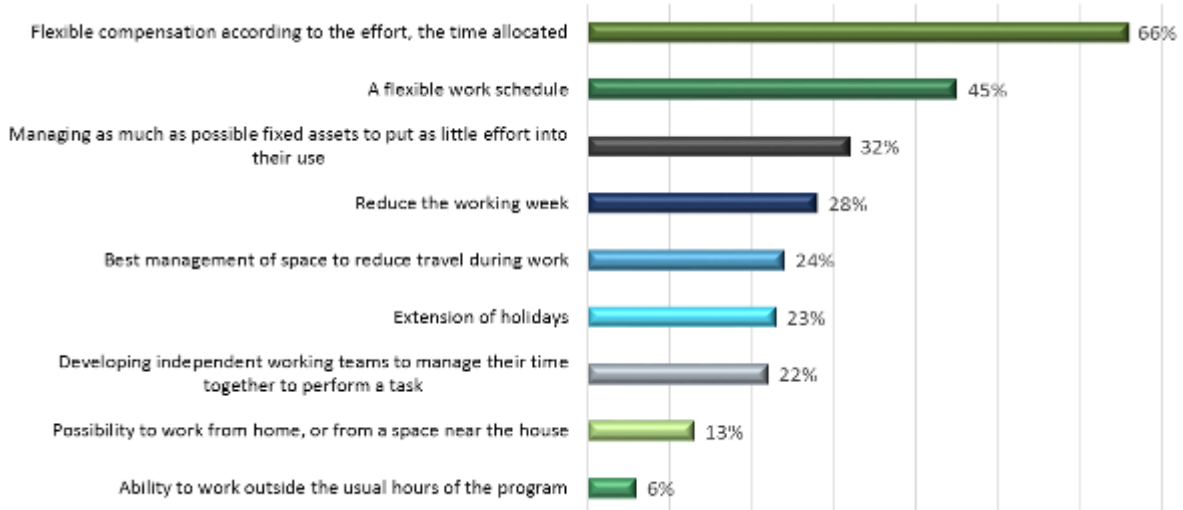


Fig. 6. Main measures that need to be taken to increase the flexibility of employing the workforce and the working time of employees

The functional flexibility quantified by the training courses paid by the patron, by paid training courses from your own sources and by on-the-job training revealed statistical differences only regarding the training courses paid by the employer, this type of functional flexibility being more widespread in large companies (fig.7).

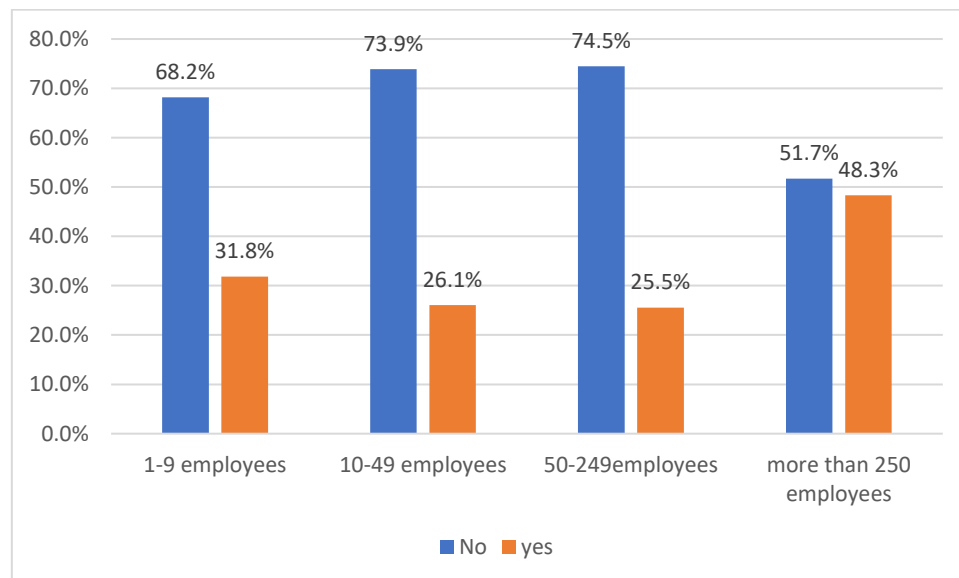


Fig.7. Have you attended training courses paid by the employer?

Within the paper, we have explored also the opinions of employees from different types of companies regarding the new ways of working namely HOT, HOP, CW, FO revealing statistical differences for all these new working spaces. Furthermore, all the new ways of working tend to be more known among employees from large companies (fig.8).

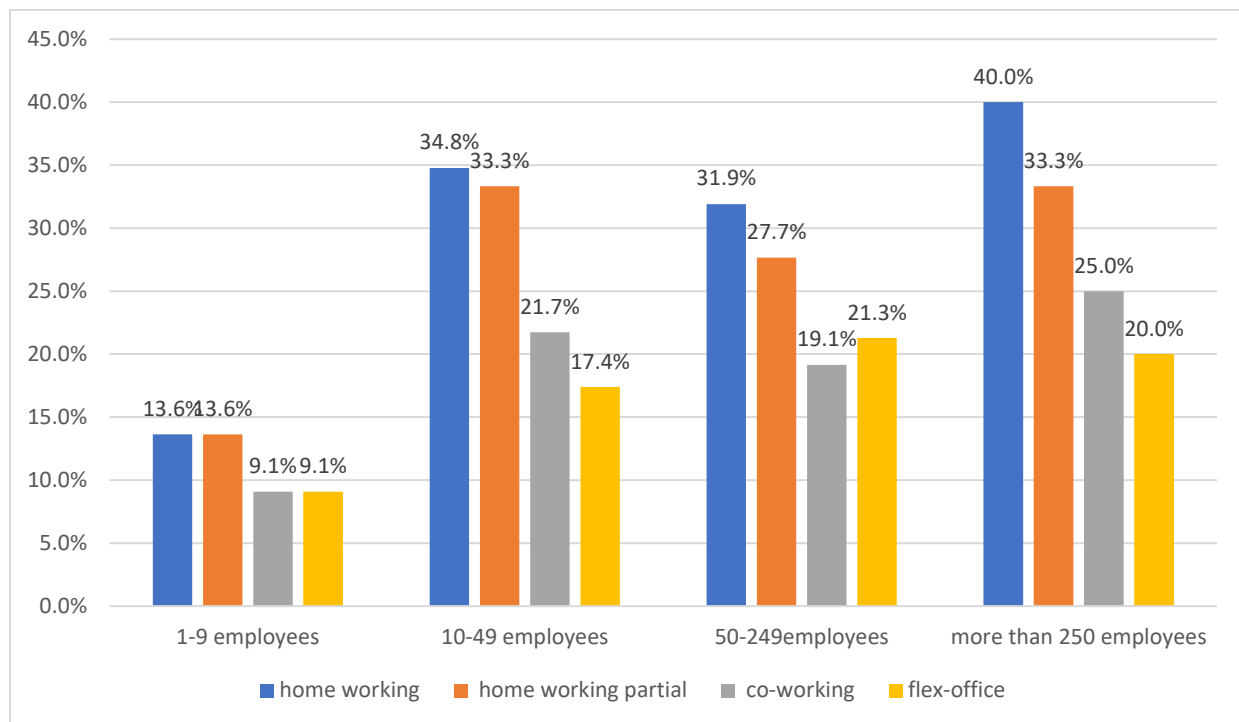


Fig.8.Differences among Romanian employees regarding the new ways of working

Conclusions

The labor market has experienced a lasting transformation in recent years, and in this context labor flexibility and employee job satisfaction have become essential for those employees who work in the desired times, who become more motivated and have a higher level of retention.

Employee motivation and work flexibility are strongly interconnected since the latest labor flexibility tendencies are powerful motivating factors that increase the performance of both employees and the company.

The paper aims to investigate the main features of job satisfaction and work flexibility present in the Romanian companies using a sample of 220 employees, highlighting the main differences depending on the company size.

The main research questions of the paper were: is the level of job satisfaction and work flexibility different in large companies compared with small ones? Are the employees more satisfied with their salaries in large companies? The determinants of job satisfaction significantly differ depending on the company size? Is it better to work for a small or a large company?

If the job satisfaction level among Romanian employees has been extensively discussed in the literature, there are quite a limited number of empirical results treating the particularities of job satisfaction in different companies and even fewer empirical studies on the elements of work flexibility present in different classes of Romanian companies, highlighting also information related to the news ways of working (flex-office, co-working, total home working total or partial homo working).

The empirical results revealed that employees of small companies are the most satisfied with both the current job and the salary received. Regarding the measures need to be taken to improve employee motivation, employees from micro companies tend to consider the flexible program as a very important incentive to improve the work motivation, while the small

companies' employees give even more importance to the ability of working from home (remote work) or near to the house (teleworking).

Also, it is important to highlight that if the teleworking, as main form of flexibility present within the Romanian companies is important for small companies, while updating job post according to new tasks is more prevalent in large companies.

Another important findings refers to the fact that large companies tend to consult their employees about changes in work organization and working conditions, while the work in shifts is more specific to medium size companies.

The functional flexibility revealed statistical differences regarding the training courses paid by the employer, this type of flexibility being more widespread in large companies.

The empirical results revealed that all the new ways of working tend to be more known among employees from large companies.

Therefore, the empirical research aimed to bring valuable information for the field of work motivation and flexibility highlighting the main characteristics of job satisfaction and work flexibility in large vs. small companies and analysing how different elements of job satisfaction and flexibility differ depending on firm size.

Thus, the present research provides significant information both to the field of motivation and flexibility revealing the particularities of job satisfaction and flexibility in different types of company classes, concluding that large companies seems to be more prepared in implementing these types of alternatives among their employees in order to improve the overall motivation level and also the degree of retention.

Therefore, in a period of technological development, flexibility becomes a primary necessity for both the employer and the employee. Given the slow adaptation of the Romanian legal framework to the current realities of the labor market, the main challenge for employers is precisely the identification of practical and innovative solutions for the implementation of this increased work flexibility with a significant impact on increasing the general level of work motivation.

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