

## **A STUDY REGARDING EMIGRATION AND IMMIGRATION PROCESSES AND THEIR INFLUENCE UPON THE ROMANIAN ORGANIZATIONS**

*Alina-Daniela MIHALCEA<sup>1</sup>*

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### **ABSTRACT**

*Romania and the entire Europe face the migration of both qualified and unqualified labor force on the background of the demographic factor.*

*The objectives for online research are investigation for the employee's reasons for migration phenomena for the period November- June 2008. The paper will present the results on this online research on for 268 numbers of online respondents on internet investigation.*

*Based on these facts the paper will sustain some conclusions and recommendations for these international trends: employee's migration phenomena in actual conditions, the global crisis. In this context I believe that all organizations are responsible for their employees.*

*The conclusions can be extended to current reality that EU have to face it.*

**KEYWORDS:** *career management, immigrants, migration, performance management.*

**JEL CLASSIFICATION:** O15.

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### **1. STUDY OBJECTIVES AND PREMISES**

In 2005, when the study was started- the investigation of the labour force migration phenomenon at the Romanian organisations' level- the context was different: Romania was not a member of the European Union. Nowadays migration has become a current phenomenon in Romania as well, which became an EU member starting with January 1st, 2007. Also, EU has to face a strange phenomenon about illegal immigration from Arabic countries, which will affect also labour force structure, due the fact that they have to be integrated.

The study objective was to investigate the reasons that constituted the basis for the migration phenomenon at the Romanian organisations' level for the period between November 2007 and June 2008.

The premises that laid at the basis of this study were:

- Performance Management and Career Management may be an alternative to influence the qualified and unqualified labour force to emigrate or to work abroad;
- Using the immigrant labour force may be an alternative at the company level to substitute the labour force shortage.

In order to see if these suggested alternatives are valid, on the background of cutting down the discrepancies between the salaries in Romania and those from the European Union countries, the study started a research in Romania, via the Internet.

The **main objectives** of the study were:

1. Theoretical objectives:

- To accomplish a research via the Internet on the migration phenomenon in the Romanian organisations;
- To emphasise the current tendency of the local labour force regarding the migration phenomenon.

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<sup>1</sup> Ovidius University Constanta, Romania, alina.mihalcea@rompetrol.com

## 2. Pragmatic objectives:

- To identify the reasons why the Romanian employees remain within the organisations they are a part of;
- To identify the reasons that determine them to leave the organisations they work in;
- To identify their training level to work in the same team with immigrants.

## 2. DATA COLLECTING

The methodology used to investigate the labour force migration phenomenon was the sociological investigation based on a questionnaire via the Internet.

The Internet was the way to collect the data since it offered the possibility to cover an area of respondents as vast as possible, from various fields.

In order to launch this questionnaire on the Internet, the site [www.sallypro.ro](http://www.sallypro.ro) was created. The structure for the browser is based on a CSS (Cascading Style Sheet) type format, and its programming is done in PHP (Hypertext Pre-processor), with a MYSQL (Simple Query Language) data base.

Graphics written in PHP using APPI (Application Programming Interface) were the representation method used in the study.

The questionnaire was created starting from the above mentioned theoretical and pragmatic research objectives; it was meant to be easy to complete, and the closed questions to alternate with the open ones.

Data collecting through this questionnaire was done between November 2007 and June 2008.

The target group was made up of those willing to emigrate or work abroad at the levels of:

- Top management;
- Middle management;
- Specialists;
- Qualified and unqualified workers.

Unlike my initial project, with which I entered the research programme, where it is mentioned that the actual research would take place within two Romanian companies, later on, taking into account the phenomenon's scale and the occurred changes –Romania's joining the European Union and the creation of a Romanian strategy regarding the migration phenomenon presented in the last chapter, I considered it proper to extend this scientific approach to the national level, seeing the Internet as an appropriate way.

The targeted population sample for this study is represented by the Romanians who want to emigrate and work abroad temporarily.

The initial phase of the research attracted a number of 140 participants. At this stage I noticed that, when mentioning the migration phenomenon, Romanians take into consideration not only the possibility of emigration and working abroad, but also that of changing organisations in Romania (migration among organisations). The data processed and analysed in this PhD Thesis are gathered through the second questionnaire.

In order to attract a higher number of participants as possible I approached a mix of communication in the first stage:

- Direct e-mail campaign: messages with the questionnaire's address, messages of support during the completion period, thank you messages;
- Direct meetings with the human resources managers;
- Direct access to the questionnaire, the web page they can visit and see its content.

Taking into consideration this mix of communication with which the human resources managers were approached, the key messages on the questionnaire site page were differently created: the human resources managers were invited to visit the address: [www.hr.sallypro.ro](http://www.hr.sallypro.ro), and the key message for them was 'SallyPro, be close to your people'.

The message was adapted to any category of participants to which it was addressed in order to catch their attention and attract them in a number as high as possible. The participants were invited to visit [www.sallypro.ro](http://www.sallypro.ro) (Appendix no.6). The message destined to those who answered directly was: 'Tell us about your work'. This message had the role of catching the direct participants' attention and of inviting them to mark their options in the questionnaire, directly and confidentially.

In the second stage of the research via the internet, in order to distinguish the sample of those who want to emigrate, the participants were divided into categories so that, through exclusion, those who constitute the object of the research-the ones who would like to emigrate and work abroad temporarily - could be visualised, reaching to a pseudo-random sampling:

1. Those willing to emigrate
2. Those willing to go abroad temporarily with the intention of returning:
  - 2.1 Practice internship
  - 2.2 Scholarships
  - 2.3 Temporary employment agreement
3. Those willing to work in another organisation in Romania
4. Other situations

At the end of the study, 268 participants were registered at the end of June, 2008(Appendix no. 7). The initial research project with which I attended the PhD programme was meant to attract between 250 and 500 participants.

The end of the research supposed 408 participants whose answers had been gathered in two stages: 140 in the first stage (through the first questionnaire) and 268 in the second stage (through the second questionnaire).

The conclusions were drawn only for the **268 participants**, the stage where the sample of those willing to emigrate or return to the country had been distinctly visualized.

There were several stages to go through in order to attract a large number of participants:

- To identify the key messages and build up the web page;
- To identify the possible participants;
- To run a campaign to promote the questionnaire;
- To identify some strategic partnerships to promote the questionnaire;
- To rate the information gathered in the first research reports at the International Conferences and to promote the site [www.hr.sallypro.ro](http://www.hr.sallypro.ro).

A strategic partnership was done with Smart Financial, an exclusively electronic newspaper, through which a promotion strategy had been run between March 2008 and June 2008.. The advertising campaign was also supported by the IT partner, Elite Media, a Web Design company. The advertising campaign for the questionnaire took place between March and June 2008.

During this stage, the two partners supported the research by:

- Creating the advertisements to promote the questionnaire on the internet;
- Placing them in the electronic newspaper (Smart Financial): [www.smartfinancial.ro](http://www.smartfinancial.ro);
- Placing the advertisements on the AIESEC Constanta site (The International Association of Students in Economic and Commercial Sciences) for the Business School Project 2008: [www.aieseconstant.ro/bs/](http://www.aieseconstant.ro/bs/) (Appendix no.9), where I held a course in Human Resources which had given me the opportunity to promote in the academic environment the research done via the internet.

### 3. PROCESSING AND INTERPRETING THE COLLECTED DATA

The results of the study were graphically represented, according to each situation: emigration and temporary work abroad.

The two situations, representative for the subject of the PhD thesis, were processed and interpreted in the appendix from PhD thesis: the ones who want to emigrate and those willing to work temporarily abroad and then return to the country.

The two situations are described and interpreted in the following pages according to the next structure:

- Characterization of the sample of participants taking into consideration the type of organisation they belong to, the industry, age, professional category, training degree;
- Application of statistical indicators in order to reveal the sample's representativeness;
- Interpretation of the results.

It was taken into account that the questionnaire's results should validate the alternatives suggested to influence the labour force migration phenomenon: performance management, career management and the training level to work in a team with the immigrants. The structure of the questionnaire was meant to support these three possible alternatives, available to the organisations in order to influence the employees' leaving.

In order to support these possible alternatives, to influence the labour force exodus through the questionnaire, it was meant to emphasize what retained the Romanian employees within the organisations they belonged to, what made them leave the organisation they were part of at the moment of completing this questionnaire, and it was investigated the training level to work in teams with immigrants.

Starting from these, **the questionnaire** was structured in six parts:

1. Identification of the participants' main characteristics: type of organisation they are part of, industry, age, professional category, training degree;
2. Reasons why the Romanian employees stay in the organisation they belong to, at the moment when they complete the questionnaire;
3. Reasons that would make them leave the organisation they are part of, at the moment when they complete the questionnaire;
4. The Romanian employees' training level to work in the same team with immigrant employees;
5. Investigation of the participants' opinion regarding the two processes- performance management and career management- their existence or absence within the organisations they work in;
6. Investigation of the participants' preferences regarding their choice of destination, namely the country where they want to emigrate or work temporarily.

The questionnaire targeted the category of participants who had a decent salary. Through this questionnaire the reasons regarding non-financial motivation were also meant to be investigated; in fact, the whole research was done on the background of cutting down the salary discrepancies between Romania and the other European countries.

That is why the hypothesis lying at the basis of the questionnaire's completion by the participants on the internet was mentioned in the questionnaire: 'HYPOTHESIS: THE SALARY YOU GET ALLOWS YOU A DECENT LIVING IN ROMANIA'.

The processing and interpretation of the data gathered in the period of time between November 2007 and June 2008 was done taking into account the above mentioned structure.

#### 4. CONCLUSIONS

Analyzing the situations chosen by the Romanian participants and taking into consideration the data processed for the two situations:

1. Those willing to emigrate
2. Those willing to work abroad temporarily with the intention of coming back:
  - 2.1 Practice internship
  - 2.2 Scholarships
  - 2.3 Temporary employment agreement

*I have noticed that:*

- The employees who want to emigrate or work abroad temporarily and return to the country are young, aged between 18 and 35, with academic and post academic studies starting with the level of specialist;

- The fields in the Romanian organisations mostly affected by the labour force migration phenomenon are informatics and public administration;
- The employees mostly tempted to emigrate and work abroad temporarily are those who work in non-governmental organisations (30.77 %), public institutions (23%), and national companies with private capital (22.37 %), multinationals (25 %). The percentage differs due to the participants' situation at the moment when they completed the questionnaire on the internet;
- The employees willing to emigrate work inside national companies with private capital (22.37%) and in multinational companies (21.05%);
- Those willing to go abroad on a practice internship are from the non-governmental branch (30.77%) and from that of public institutions (23.08%);
- The employees willing to get a scholarship abroad are from the multinational companies' branch (16.67%) and from that of the Romanian national companies (16.67%);
- Those who want to work abroad based on a temporary employment agreement are from the public institutions sector (33.82%) and from the multinationals (25%).

I have noticed that the most affected organisations are those from the public and private field (multinational companies).

These results can represent a starting point for the organisations in order to investigate the reasons and the long-time implications that the labour force migration phenomenon could have.

According to the study results the age segment mostly affected by the migration phenomenon is that between 18 and 35.

Creating a **matrix** with the **three premises** from where the study began:

- Performance management can be a possible alternative to influence the qualified and unqualified labour force to emigrate or to work abroad;
- Career management can be a possible alternative to influence the qualified and unqualified labour force to emigrate or to work abroad;
- Using the immigrant labour force can be an alternative at the company level to substitute the labour force shortage;

I have noticed that all three premises are **proved valid by the research results** for the first situation: *the Romanian employees willing to emigrate*.

The chart below illustrates the participants' opinion towards implementing, more or less, the two systems, performance management and career management, their training level to work in a team with immigrant employees, and the percentages corresponding to the three alternatives suggested in the study. These constituted the premises for the research done on the internet.

**Tabel 1. Premises matrix**

<b>Suggested alternative</b>	Participants' Option: <b>Emigration</b> (Yes/No)/%	Participants' Option: <b>Practice internship</b> (Yes/No)/%	Participants' Option: <b>Scholarship</b> (Yes/No)/%	Participants' Option: <b>Temporary agreement</b> (Yes/ No)/%
Performance management	No, 60%	Yes, 61,54%	No, 52,17%	Yes, 51,47%
Career management	No, 55,26%	Yes, 66,67%	Yes, 52,17%	Yes, 56,72%
Prepared to work with the immigrants	Yes, 53,25%	Yes, 66,67%	Yes, 47,83%	Yes, 55,22%

Source: adapted from Mihalcea (2009, p.110)

The four categories of participants representing the research subject had the opportunity to express their opinion: YES or NO (YES/ NO), presented in the chart as a percentage (how many of the participants consider the performance management system and the career management system are implemented within the organisation they work in), and what percentage of these feel prepared to work in a team with immigrant employees.

The chart represents a synthesis of the data processed, analyzed and interpreted, gathered through the questionnaire on the internet.

In all four situations we notice that the participants feel prepared to work in teams with immigrants (more than 50%). Therefore, immigrant labour force may be considered an alternative solution to influence labour force migration.

The organisations, in order to benefit from this skill- the ability to work in a team with immigrants- have to create strategies and politics to keep the young labour force on a long term. Through this study one can notice that young people, aged between 25 and 35 years, have this skill.

Taking into consideration these data, the organisations willing long term performance should concentrate their politics on this age segment.

In the other situations when the Romanian want to work abroad temporarily I have noticed that the organisations are concerned about evaluating and appreciating labour, except for those who wish for a scholarship, 52.17% of whom consider there are no such preoccupations from the organisation's part. Nevertheless, they consider possible building a career inside the organisation they work (52.17%).

To what concerns the possibility of building a career on a long or short term inside the organisation the participants belong to, those willing to emigrate stated their opinions clearly: they do not think that the organisation shows enough concern about their career so that they themselves manage their career.

Those who need a performance management system or a career management system are the young people, according to the statistics within the study. They are also the ones who feel prepared to work in teams with immigrants. Taking into account these two conclusions, the organisations and business companies should be preoccupied with retaining the young labour force.

The participants' opinion regarding the use of immigrant labour force in organisations and business companies as an alternative to substitute the labour force shortage contradicts the situation on the current labour force market in Romania which faces a lack of qualified and unqualified workers. The results of the study show that the immigrant labour force interested in working in Romania would be represented only by those at the management level and only for a short period of time, 1-3 years.

An explanation for this result could be the participants' age (25-35 years old), young people who consider that only the foreign qualified labour force at managerial level could be interested in working in Romania, and only with the purpose of starting their own businesses, aiming at higher earnings and at gaining new experience.

These **results** show some **directions** that the Romanian organisations should investigate and invest resources in order to get long term results:

- the organisation in Romania, especially the business one, should set as priority strategies and politics that target the young labour force willing to emigrate in order to influence it to stay within the organisations;
- the implementation, development and adjustment of a professional performance management, both at the managerial level and at the level of qualified and unqualified workers;
- the implementation, development and adjustment of a career management that should offer learning opportunities and the possibility of a career within the organisation for all the employees;

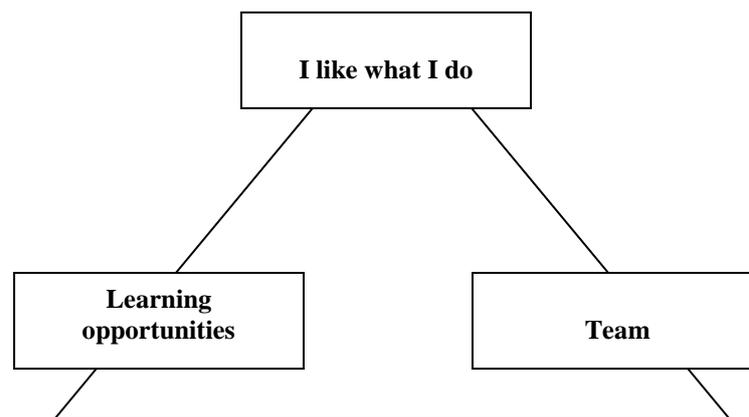
- the use of immigrant labour force may be a solution for the managerial levels, but also at the level of qualified and unqualified workers(Mihalcea, 2009);

The last conclusion drawn after analysing the data gathered through the questionnaire contradicts the information offered by the specialised institutions and by the national media, which emphasise the great lack of unqualified labour force, especially in constructions. At managerial level, Romania has resources, namely managers with a more or less developed international practice regarding the modern management instruments.

**These recommendations** include some **politics** that the organisations have to develop in order to implement them:

- Placing the company as the preferred employer on the labour force market, and at the same time developing an organisational culture based on performance and dialogue;
- Developing personal selection instruments, adapted to the organisational culture for which they recruit.

Starting from the study results that emphasise what retains the Romanian employees within the organisations in Romania (see chart no. 1): they like what they do, they have the possibility to learn new things, they feel good in the team they are part of, it would be advisable for each organisation to develop its own selection instruments, through which to make sure these three elements are reached when selecting the future employees(Mihalcea, 2009).



**Figure 1. Satisfaction at work triangle**  
 Source: adapted from Mihalcea (2009, p.70)

These elements are more or less investigated through the classic selection instruments that the organisations use when they want to recruit(Luca, 2000).

The investigation of the three elements resulted from the study reveals the fact that the managers' role at the organisation level should be raised-they should understand their mission as team coordinators, they should learn to get to know their subordinates, to offer them learning opportunities and to help them discover what they like doing.

These motivation factors should be investigated both in the subordinates and in the new employees attracted in the organisation from the outside.

An instrument, that can be applied in order to investigate the compatibility of these motivation factors between the subordinate team and those targeted to be drawn in the organisation, may be a motivation matrix that should be created during the selection process. The expectations' calibration between the team and the new member is essential in order to retain the latter within the company on the long term.

Taking into consideration the global crisis faced by the economies in all countries, begun in 2006, according to some analysts, and felt in Romania from 2008, the organisations are thought to enter a new development stage (Ghetau, 2004).

The future organisation is the one which will manage to enter a new stage of approaching the employees-that were placed in the spotlight at declarative level, which did not happen at the practical level. We consider that, on the background of this worldwide crisis, humankind, including the organisational world will enter a new development stage from a consumption society to one that will re-evaluate its values and act accordingly. From our point of view, this new organisation replacement means 'organisational health'.

The same as a healthy man can accomplish any objective he/she aims; we can also talk about 'Organisational Health'. A healthy organisation is the one which apart from the main indicator, the liquidities it owns that ensure its presence on the market, runs an appropriate management.

This phenomenon's analysis has given us other **possible subjects** to study for the next period. Investigating the reasons of those who left the country: - why would they return to Romania? - could be one of the subjects of a **future research**. These questions are partially captured in the present research, but the target group would be different. If in this research it is represented by the Romanians willing to emigrate, the target group for a future project may be represented by the Romanians abroad (Mihalcea, 2009).

As a Chinese proverb says 'If you want a year of prosperity, grow wheat, if you want ten years of prosperity, grow trees, if you want a hundred years of prosperity, grow people', we consider that the organisations are infinitely responsible for what happens with their employees under the conditions of labour force migration as a part of a continuously changing global economy, especially nowadays with the EU crisis immigrants (Mihalcea, 2015).

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