

ROMANIANS' MOTIVATION TO COME BACK FOR WORKING IN ROMANIA

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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.

Based on, online research that investigated 268 responders, during the November- June 2008, also, current EU migration phenomena, the paper intends to presents motivation for Romanians, which took the decision to work temporarily abroad, for coming back to work in Romania. Until this paper, all my papers were only about emigration phenomena and about the impact for romanian organizations. The current paper intends to present Romanians motivation for coming back in Romania, after working temporarily abroad experience and work again in Romania.

The conclusions can be a starting point for Romanian organization and national demographic politics, to investigate more or develop national politics to attract romanians qualified labor force, back in Romania and contribute, in a positive way for demographic indicators on long term.

KEYWORDS: *immigrants, migration, labour force, organizations*

JEL CLASSIFICATION: O15

1. STUDY OBJECTIVES AND PREMISES

In 2005, when the study was started- the investigation of the labor force migration phenomenon at the Romanian organizations' 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 labor force structure, due the fact that they have to be integrated. EU context is very challenging take in consideration the hypothesis UK exit from EU.

All politics are focused to identify solutions for migration phenomena. The question for Romania is: *do we want to cover our vacancies with qualified Romanians? Or we will cover with immigrants?*

The present paper intend to present Romanians motivation to come back to work again in Romania, after they took the decision to work temporarily abroad, to have international experience.

Study and data collection were done in November 2007 and June 2008, and 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 labor force to emigrate or to work abroad;
The question for the current paper is if, those systems can influence Romanians decision to come back in Romania for working in organizations located in Romania.
- Using the immigrant labor force may be an alternative at the company level to substitute the labor force shortage.

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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, I used a research, via the Internet.

The main objectives of the study were:

- To identify the reasons why the Romanian employees remain within the organizations they are a part of;
- To identify the reasons that determine them to leave the organizations they work in. (Mihalcea, 2009).

Those objectives and results will conduct me in this current paper to estimate motivations for Romanians which took the decision to work abroad temporarily, for coming back in organization located in Romania.

Possible answers, for the question *if Performance Management and Career Management can influence Romanians decision to come back in Romania for working in organizations located in Romania*, can be reasons for organizations, located in Romania to do more to develop those systems, which can be motivation for romanians to come back, in their native country.

2. DATA COLLECTING

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

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

The target group for this paper is Romanians which wants to work abroad temporarily, at the levels of:

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

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 targeted population sample for this paper is represented by the Romanians who want to emigrate and work abroad temporarily, and after come back.

In 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 visualized, 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 organization in Romania;

4. Other situations.

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".(Mihalcea, 2009)

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 were processed and interpreted: the ones who wants 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 labor 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 organizations in order to influence the employees' leaving.

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

The graphic below shows that the percentage for emigration is high(30%), but the highest is for Romanians which intend to emigrate but with the wish to coming back(40%).

For this situation(those willing to go abroad temporarily with the intention of returning): were investigated thorough questioner three different situation:

- Practice internship;
- Scholarships;
- Temporary employment agreement"(Mihalcea, 2009).

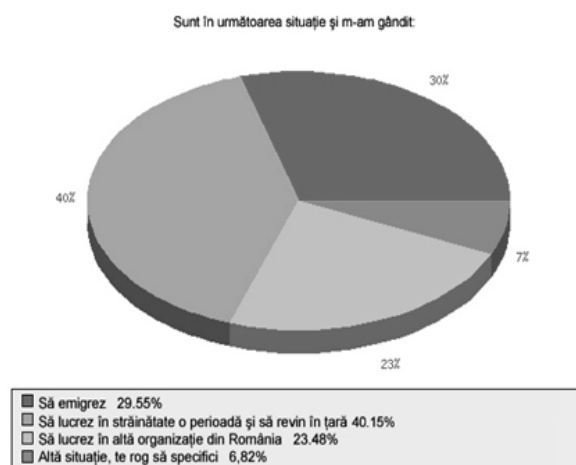


Figure 1. Participants' options for migration phenomena

In this case, as the graphic above, shows Romanian are willing to go abroad to work but with intention to come back- percentage 64.2%. The paper will present Romanians motivation to coming back.

Starting from this point organization can explore this result and build systems which can position their organization in the market through their capability to retain their employees or to be considerate attractive for Romanians to come back from abroad.

The highest percentage mention in the graphic below 64.2% shows that Romanians intention is to come back, after they will have a job exposure in other country.

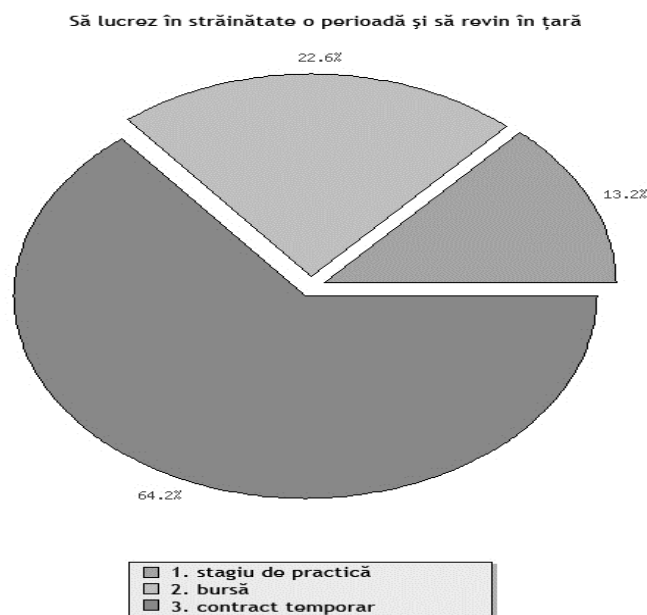


Figure 2. Options for temporary work abroad

The percentage of those who want to work abroad based on a temporary employment agreement and then to return to the country is 64%, aged between 25-35 years. 48% of them work in public institutions, and 9% in IT, being from the specialist category (40%) and middle management (31%). The training level of the segment of those willing to go abroad temporarily based on a temporary agreement is that of university graduates (43%) and of post graduate studies (40%).

As one can notice from this situation also, the segment of those willing to go abroad temporarily is represented by trained young people. The most affected activity sector is that of public institutions and IT.

CONCLUSIONS

Investing the reasons that keep them within their organizations sustains in this case, as well as in the previous ones, that beyond the financial part, there are still other elements that determine the young Romanians to remain in the organizations they work.

On the first place is work satisfaction, to enjoy what they do (18%), it is very important for them to enjoy being part of their team (13%), to have the possibility to learn new things (12%).

The organizations that will know how to make the most of these elements, and that influence the young people to remain within the organizations; will have lower expenses for attracting the qualified labor force.

Table 1. Reasons that keep the Romanians in the organisations they work, temporary work abroad situation, temporary agreement

1. They like what they do	18%
2. They enjoy being part of their team	13%
3. They have the possibility to learn new things	12%
4. They like the organisation	8%
5. They have financial security	7%
6. They like the organisation and how things happen	5%

Those three motivation factors demonstrate that organization located in Romania can do more through Performance Management and Career Management systems; concepts like team, work satisfaction and possibility for learning can be explored more and really implemented in organization. On national level can be taken as a possibility to be a start to develop national politics which will have an indirect contribution to demographic indicators, take in consideration that the most affected segment are youngsters.

In this situation as well, the financial element does not occur among the first three options of the participants.

The organizations that will manage to take into account these motivational elements will ensure their organizational continuity.

By applying the same synthetic indicators, we get the following results for the question above: module is 3.94, median is 8.5, and average is 6.24; the spreading synthetic indicators: average deviation is 4.99%, dispersion is 19.79, and standard deviation is 4.44. Variation coefficient is 0.71 in the case above, meaning 71%.

The higher it is, the more we can say the average is less "representative" for the corresponding distribution, given the high rate of the spreading. It is shown for the studied question that the spreading is high and the average has a low representativeness.

As the research shows for Romanians which choose to work temporarily abroad the main important factors which can influence theme to come back and work in Romania are motivational factors: the environment (they have to like what they are doing), have the feeling that are a part of a real team, and also possibility to learn new things.

Take in consideration this result, organizations located in Romania can do more on culture organization (work environment, team, and opportunity for learning) site and develop Career and Performance Systems.

The research result also can be a starting point for demographic specialist for more investigation due the age (25-35 years), the most affected segment for temporarily emigration.

The research results sustain the initial question if Management and Career systems can influence Romanians decision to come back in Romania for working in organizations located in Romania.

Table 2. Reasons that make them leave the organisation, temporary work abroad situation, temporary agreement

A better salary	10%
Stress	6%
Routine	5%
Lack of professional perspective	5%
Better benefits package	5%
Working climate	4%
Wish for promotion	4%
Lack of performance evaluation	4%

By analysing the same statistical indicators for the question investigating the reasons that make the participants leave the organization, the following figures were obtained: mode is 2.25, median is 19.5, and average is 2.65. The synthetic spreading indicators: average deviation is 0, dispersion is 3.46, and standard deviation (s) is radical of the dispersion value and it is 1.8. Variation coefficient (cv), based on the above indicators, is 0.68, meaning 68%. For the studied question it is shown that spreading is high and average is low representative.

As the research also confirm the Romanian decisions to work at young age temporarily abroad.

The graphic above shows that elements such as stress, routine and lack of a professional perspective, will influence their decision to leave.

These elements show the sensitive areas, where the organizations should intervene through politics and procedures that eliminate them. It should be investigated what exactly causes stress, why routine occurs, why it is considered there are no professional perspectives. Such elements should be carefully monitored within the organizations unless losing the young people is wanted on a long term.

By investigating their preparation level to work in teams with immigrants one can notice that 55% of the young people feel prepared. This high percentage shows this age segment has the capacity to work in multicultural teams; nevertheless, the same segment wishes the most they emigrated and worked abroad temporarily.

In their opinion, the foreign labor force that would come to work in Romania would do this in order to start their own business (25%), to gain some experience (24%), for better earnings (13%), In their opinion, 38% of the foreigners that would come to work in Romania are from the top management. 40% of these would stay in Romania between 1 and 3 year. These data show that the young people are still the ones who consider themselves prepared to work in multicultural teams (Mihalcea, 2009).

51% of this segment of participants consider there are concerns in the Romanian organizations for evaluation and work appreciation, and 57% that there is the possibility of a career, 41% managed by themselves. However, 37% of them would choose to work for a time (1-3 years) in a different country: the first option is France, 16%, the second is Germany, 11%, the third Spain and USA, 8%, but after they will prefer to come back in Romania (Mihalcea, 2009).

As one can notice in this case as well, the Romanians who choose to work abroad temporarily, based on an employment agreement, consider there are concerns for work evaluation and appreciation, and there is the possibility of a career inside the organization, but self-managed.

These data explain their option to return to the country; they believe in the possibility of a career in Romania, but they wanted to experiment what working abroad means, compared to those willing to emigrate, who did not believe in the organization's preoccupation with work evaluation and appreciation, and in the possibility of building a career inside a Romanian organization. The most affected sector was at that time public one and as most affected segment was specialist.

Romanian organization has to develop proper systems which include: job satisfaction-organizational satisfaction for their employees. If Romanians will not have reasons for coming back(including facilities to encourage them to start their own businesses), take in consideration the most affected age segment was 25-30, Romania will be affected as demographic indicator, as well.

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', I consider that the organizations 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.

The conclusions can be a starting point for Romanian organization and national demographic politics, to investigate more, or develop national politics to attract romanians qualified labor force, back in Romania and contribute, in a positive way for demographic indicators on long term.

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