

The Impact of Human Resources Management and Technical Investments on Operations Management Performance at SC Arabesque SRL Company

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Abstract

In this article we have defined operational management as the complex process, through which the activity of the company is organized, developed and action plans are set up, resources and responsibilities are forwarded, terms are set up and the short and medium term performances are evaluated I chose two investigation methods: the interview (qualitative) and questionnaire (quantitative). The interview is individual, semi structured and it will provide with a large quantity of information and additional data for research. The questionnaire is created with closed questions, with dual choice (yes or no) or multiple choice and will allow gathering the quantitative information, regarding the same theme, but this time, the questionnaire it will be addressed to the employees to compare their point view regarding their expectations from the operations management of the company.

Regarding the purpose and the goals of the research, I chose the interview theme: Identifying and emphasizing the problems of the operational management at SC Arabesque SRL, Timisoara branch; the elements that make the problems to appear; the effects upon the company and the way to reduce them. Gathering the data and information regarding the operations management of the company it will allow us to reach some conclusions regarding the viability of the management of the company and the impact of human resources management and technical investments on operations management performance at this company.

Keywords: *human resources, investments, quantitative research, operations management, performance, motivation*

JEL classification: *M 11, L 2, O 15, L 25*

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1. Introduction

Motivation is an internally directed force that activates and energizes a person to perform certain actions by reacting in a certain way (Crouse, 2005). Motivation at work is represented by internal and external influences that appear in the employee's behavior and that determine the condition, intensity, direction and duration of work performed (Orebaugh, 2010). Motivation is one of the responsibilities of the management; they have to find the best methods so that the employees may achieve the performance at work. One important thing in the

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organization, which most of the times is not highlighted enough, is that the employee by himself is able to motivate himself because the motivational processes are triggered and coordinated from the inside. The role of the manager is to identify and to mention how achieving the goals of the company ensures the satisfaction of the employees. The motivation of the employees not only brings personal satisfaction but also physical satisfaction. Besides all these, the self respect grows a lot. Trusting their own power, the positivism will bring benefits and performance. In this article we have presented different definitions of operational management and motivation. I chose two investigation methods: the interview (qualitative) and questionnaire (quantitative). Regarding the purpose and the goals of the research, I chose the interview theme: Identifying and emphasizing the problems of the operational management at SC Arabesque SRL, Timisoara branch. Researchers are also examining what motivates people to work organizations and the impact of human resources management and technical investments on operations management performance at SC Arabesque Srl Company.

2. Literature review

Operations management is an important area, always fashionable and draws the attention, being a fundamental component in the success of the company. The operational management of the production deals with solving the current problems of the production, that appear at tactical and operational level in the short and medium term such as: production planning, calculating gross and net needs, production scheduling, stock management etc. (Octavian Jaba, 2007).

The operational management of Arabesque SRL company aims to analyze and identify the problems of the operational management of Arabesque company, the factors and how to reduce them, in the context of instability at the economic, political and social level, that is a challenge for the company even at over 20 years old of activity on the Romanian market, on the one hand, through its activity area, building materials retail, and on the other hand, to make a detailed image of the operational management of the operations in this company and a few conclusions for the evolution in time of the analyzed company. If we make a parallel between the stages of the development of the operational management and the vision of development of the managers in Romania, I think that the production operations are predominant together with the sales operations, and we can add to these a politics of solving the actual problems of the company. For the detailed study of the productions and operations management, I chose as a study case the company SC Arabesque SRL. For more than two centuries, the operations management was confirmed as being an important element for the economic wealth of the country. Taken into account all the differences among the companies, they are facing similar operations problems such as scheduling the activities, gaining the necessary inputs, assuring the quality, assuring the productivity and later on the distribution of the products. From the scientific point of view this situation could be generally

named as a phrase to sustain the operations in each company. The operations management refers to the accomplishment of the daily and executive tasks, and also to the operation of the decisions of management of the company (mission, directions and strategic goals). Despite the general management, the operations management refers only to the internal structures of the company (production sections, workshops, services), they operated on short periods of time (month, decade, week, day, shift and sometimes hour) and are in charge with the detailed aspects of the production process. The operations activity is found in the production function (even if it is about material or non-material products), which gathers all the processes and operations needed to transform the inbound into outbound (products or services).

The set of managerial activities are interdependent, and the one that is involved in the production of some products is the production management. If the same concept includes the services management, the set of activities to handle it is called the operations management. The definition of operations management is the management of the conversion process which transforms (inbounds) – land, work force, capital, management – in the desired products (outbound) – products and services. The classical management has brought an important part of the knowledge of the operations management with the theories of the scientific management and of orientation to the process. The base notion of the scientific management is the economic efficiency of the production process in a company. Assuring a rational management will condition the economic efficiency that has a great importance in each company. The economic efficiency is a term used in many companies and aims the report between the output and various types of input – field, assets, material resources, commodities or human resources. In the 18th century the concept of traditional manufacturing management is introduced, when Adam Smith confirmed the economic gain of work major field, through the notion of division of work. He started from the premise of separation of the working posts on tasks and reallocate the workers on special tasks, where they can become more qualified and efficient.

The beginning of the 20th century brings through Frederick W. Taylor the scientific pragmatism of the theories of Smith and, at the same time, supports a campaign for the scientific management in the complex manufacturing process from his time. Before the 1930s the traditional concept of manufacturing management was the most popular and multiple methods and techniques have been devised, that are also used today. So in the following period, between 1930 and 1950, the wide accepted term is the manufacturing management. As the work of Frederick W. Taylor became more and more popular, the managers developed techniques that were focused on the economic efficiency in the complex process of manufacturing. The workers were monitored and their activity was analyzed closely in order to cut the actions that were unnecessary and to increase the efficiency of the entire company (Adam, Everett E., Jr. Ronald J Ebert, 2001).

We can say that this domain had an important growth after the Second World War, having as a base the scientific management of F. W. Taylor and of

husbands Gilbreth from the beginning of the 20th century. At the beginning, this concept had the name of industrial management or production management, and this domain was interested mainly by the mathematical optimization of production (Chopra et al., 2004). In the same period of time, the management reached the conclusion that the workers have a lot of needs, which were not only the economic needs. All these appeared through the study and analyze of humans and their behavior in the work environment, studies conducted by sociologists and psychologists.

Once the tertiary sector, the services, appeared and developed, in the 1970s two different changes of thinking appear. So, one of these, known as the operations management, was the change in the position of the services and production areas in economy. The services area developed once the time passed, so the change from production to operations emphasized the increasing of the services area in the companies. The second change, at the beginning of the 80s was much more ingenious and started when the emphasize was on combining and not only on analysis, in the practices of management and made this concept to pass though an essential transformation, so the treatment purely mathematic was changed with one based on the managerial thinking and with the simultaneous apply of different techniques and decisional and research instruments (Craighead & Meredith, 2008). The drastic change includes both the admission that the products manufacturing cannot be approached separately from the services area (in the industrial companies both areas are approached) and the fact that the decisional instruments and the judgment that dominate the production management can be used in the case of services. So, based on the inclusion of services in the studied areas, the name of production management was replaced by the production and operations management, and later on with the name of operations management (Joseph, G. Monks, 2004). Thanks to Wickham Skinner, the American industry became aware of the omission of the operations function as an essential weapon in the aggregate and competitive strategy of the company. The concern up to this moment regarding a big analytical orientation and the emphasis upon the marketing and finance, the managers did not do the coherent inclusion of the activities related to the operations in the highest levels of politics and strategy of the companies. The operations function, at this moment, has an essential role as a strategic element. Even if operations managers have a function in at the different levels of the company and even though they work in different types of companies, they share some kinds of problems (Everett, E. Adam, Jr. Ronald J. Ebert, 1994).

The operations managers have the responsibility to transform the inputs in output. They have to bring together in the production plan, the efficient utilization of the material resources, the capacity and the available knowledge in the production facilities. Having into mind the demand, the activity of the system has to be programmed and controlled in order to produce the needed goods or services. The control activity has to be done upon the following aspects: costs, production rate, the quality and the inventory. The main important activities of the companies to improve the operations are related to: planning, organization and control of the

operations system and the conversion process, as resulted from a study conducted by The School of Management Responses (Boston University), 1982, The Manufacturing Futures Project: Summary of Survey, p. 20-21. The planning of production, defining the strategy of manufacturing, redesigning the product, designing the manufacturing process, for example, are planning activities. Modifying the company, the work relations/management and designing some informational systems are organizational activities. Control of the stock, improving the activity of maintenance and reducing the total work time are controlling activities (S. Anil Kumar, N. Suresh, 2009).

Elena Saratean in her book, *Organizational Behavior*, West University Publishing House, Timisoara, 2008 argues that organizations must ensure a minimum wage and reasonable working conditions before embarking on sophisticated methods of motivating staff. In other words, it presents a whole area of non-economic needs of employees, so that if an employee does not respond to economic incentives, managers have alternative sources of motivation that they can consider (E Saratean, 2008). Motivation is a set of internal forces that influence behavior. Employees who are properly motivated, maintain and even increase their level of effort to perform tasks, thus recording performance, so motivation and performance are in a direct link. There is a link between reward and motivation, because there is a direct link between satisfaction and reward, if the rewards offered match and cover the needs of employees. Analyzing the link between satisfaction and performance, some studies state that satisfied individuals are not determined by higher performance, instead the performance obtained determines a sense of fulfillment and satisfaction in relation to work. Considering the fact that motivation generates performance, the company must offer employees both financial satisfaction (salary, bonuses, etc.) and personal satisfaction (praise, promotion, etc.), (E Saratean, 2008, p.40). There are various theories relating to motivation within organizations. According to the Expectancy Theory, which is one of the leading theories relating to the analysis of motivation in organizations, there are two types of motivations - Extrinsic and Intrinsic motivation. Intrinsic motivation is an action carried out since it is in itself rewarding, for example because it can be enjoyable. Extrinsic motivation is an action carried out to gain external desirable rewards, such as pay and incentives (Haider, Bao, Larsen, & Draz, 2019). According to another conceptualization of the two types of motivation, intrinsic motivation directs the individual to personal goals that he or she set to themselves, while and extrinsic motivation directs a person towards goals set by the organization, by an external factor (Chen, Wang & Fang, 2017).

3. Findings

Arabesque Company (www.arabesque.ro) was founded in 1994 and it activates in the building materials sector. It developed continuously and very fast and today it is the biggest distributor of building and finishes materials, having a full portfolio of products and services and operations both internal and external. Arabesque Company is situated on the second place in the top of the hardware

stores in Romania, with 18 warehouses all over the country being the most important B2B player that sells more than 30,000 articles for building and design. As research method I chose two investigation methods: the interview (qualitative) and questionnaire (quantitative). The interview is individual, semi structured (using open questions) and it will provide with a large quantity of information and additional data for research. The questionnaire is created with closed questions, with dual choice (yes or no) or multiple choice (choose one answer from more options). The questionnaire will allow gathering the quantitative information, but this time, it will be addressed to the employees in order to compare their point of view regarding their expectations from the operations management of the company. Regarding the purpose and the goals of the research, I chose the interview theme: Identifying and emphasizing the problems of the operational management at SC Arabesque SRL, Timisoara branch; the elements that make the problems to appear; the effects upon the company and the way to reduce them. The information related to the research theme will be provided by the administrative manager of SC Arabesque SRL, Timisoara branch. The interview took place at the headquarters of the company. Gathering the data and information regarding the operations management of the company it will allow us to reach some conclusions regarding the viability of the management of the company.

I mention that the analysis of the viability of the management need to follow the way the performance is reached, in the actual conditions of functioning of the management subsystems and the aggregate management of the company. The analysis of the internal capability leads to the economic viability, to the performances of the management because they are dependent to the volume, the structure and the efficiency of using the human, material and financial resources. The purpose of this research using the research method, the questionnaire, which provides a part of the quantitative information needed in the research, and the interview will provide with information such as: identifying the operations management problems from the point of view of the employees, through their expectations (regarding the motivation, the relations and the communication between the employees and the managers, the management style, involvement in taking decisions, the work conditions, stressful situations, work satisfaction, values of the organizational culture), and their consequences upon the management of operations at SC Arabesque Company in Timisoara. I started from the premises that there is a relationship between motivation of the employees and the characteristics of the operations management, as variables that mark the efficiency and the productivity.

I took into account the characteristics of the operations management as I identified them in the literature and in the study case and the purpose of the research. The questionnaire used is the one with closed questions, through which I tried gathering information regarding:

- The opinion of the employees regarding the work conditions and the rhythm of work;
- The opinion of the employees regarding the salaries, the benefits and the bonuses;

- The opinion of the employees regarding the management of the company, their connection with the employees and their relationship;
- The opinion of the employees regarding the style of the management team.

I used: Classification (identification) questions – 4 final questions of the filter type (department, age, seniority and marital status; closed questions, with yes and no options, but also the multiple choice (to chose one answer from more choices) – 16 questions. The group of subjects is randomly chosen, so that it is representative and the total number of subjects is 50 employees at SC Arabesque SRL, Timisoara branch. The group is representative for the research and they come from the following departments: sales, transport and handling. The total number is 50 subjects (employees): Sales department – I chose 15 persons for this investigation (sales agents); Transport department – I chose 18 persons (drivers, transport agents); Handling department – I chose 17 persons (handlers, operators and forklift drivers).

Regarding the questionnaire, I set up the following goals:

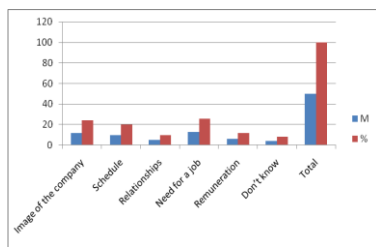
Goal 1: *The opinion of the employees about the working conditions and rhythm of work.*

Questions 1: What made you work in this company?

It can be easily noticed that 24% (12 employees) decided to work at SC Arabesque SRL because of the image the company has on the market. Only 6 employees, meaning 12% of the responders, said that the remuneration made them join the company. The need for a job made 26% of the responders choose the company SC Arabesque SRL. 8% of the responders said that they do not know what made them choose this company and 20% said that the schedule is the reason for which they chose this company while only 10% were influenced by the relationships.

Question 2: Does the schedule give you the possibility to have another job?

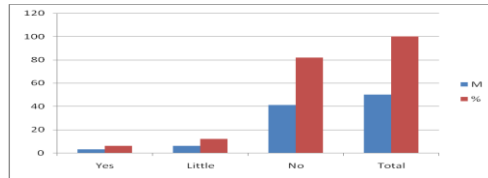
82% (41 persons) of the interviewed said that the schedule does not allow them to have another job. Only 3 employees out of the 50, meaning 6% think that they have enough free time to gain another income.



Q1	M	%
Image of the company	12	24
Schedule	10	20
Relationships	5	10
Need for a job	13	26
Remuneration	6	12
Don't know	4	8
Total	50	100

Figure 1. The decision to work in this company

Source: According to research data compilation of authors



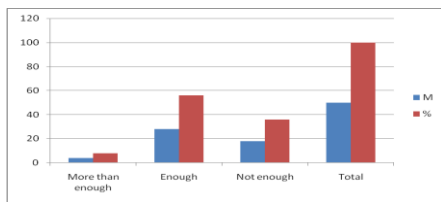
Q2		M	%
	Yes	3	6
	Little	6	12
	No	41	82
	Total	50	100

Figure 2. Possibility of obtaining other gains

Source: According to research data compilation of authors

Question3: How do you think that the time given for some tasks is?

4 out of the 50 persons, meaning 8% of the responders, think that the time given for the tasks is more than enough, while 28 persons (56%) think that the time for the tasks is enough and the rest of 36% (18 persons) think that the time given is not enough to complete their tasks.



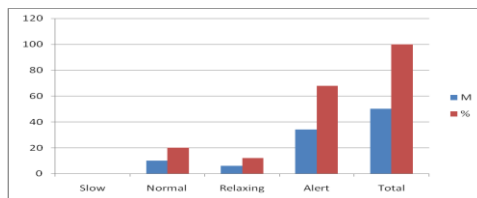
Q3		M	%
	More than enough	4	8
	Enough	28	56
	Not enough	18	36
	Total	50	100

Figure 3. Time allotted for completing work tasks

Source: According to research data compilation of authors

Question 4: How do you consider the working rhythm?

68% of the interviewed employees, meaning 34 persons, think that the working rhythm is alert, 6 employees, meaning 12% of the responders said that the rhythm is relaxed, 10 persons (20%) think it is normal and any person said that it is slow.



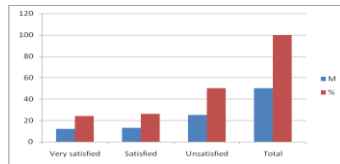
Q4		M	%
	Slow	0	0
	Normal	10	20
	Relaxing	6	12
	Alert	34	68
	Total	50	100

Figure 4. Appreciation of the work rhythm

Source: According to research data compilation of authors

Question 5: Are you satisfied with the working conditions?

I remarked that 12 of the responders, which mean 24%, are very satisfied with the working conditions. 13 employees (26%) declared they are satisfied with the working conditions and 25 employees, meaning 50% they were dissatisfied with the working conditions.



Q5		M	%
	Very satisfied	12	24
	Satisfied	13	26
	Unsatisfied	25	50
	Total	50	100

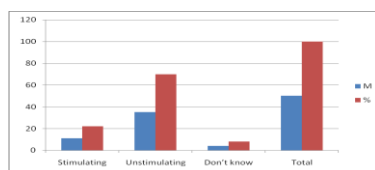
Figure 5. Satisfaction with the conditions at work

Source: According to research data compilation of authors

Goal 2: The opinion of the employees regarding the motivation through salary, bonus and rewards.

Question 6: How do you consider the salary for the position you have in the company?

11 persons, meaning 22% of the responders, think that the salary is stimulating for their position, while 35 employees, meaning 70% think it is not stimulating. 4 employees, namely 8% of the responders, do not know how to appreciate the salary for their position in the company.



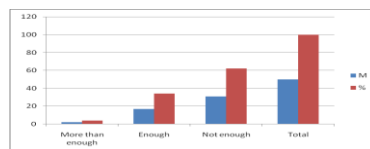
Q6		M	%
	Stimulating	11	22
	Unstimulating	35	70
	Don't know	4	8
	Total	50	100

Figure 6. Appreciation of salary according to the position held in the company

Source: According to research data compilation of authors

Question 7: How do you consider the salary for the work done?

More than half of the responders, namely 62% out of 50 employees, think that the salary is not enough for the work done. Only 2 employees, meaning 4% of the responders think that the salary is more than enough compared to their work and 17 responders, meaning 34% think that it is enough compared to their work.



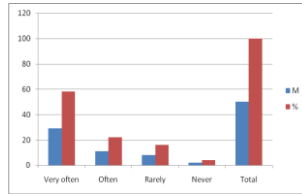
Q7		M	%
	More than enough	2	4
	Enough	17	34
	Not enough	31	62
	Total	50	100

Figure 7. Appreciation of the salary depending on the work performed

Source: According to research data compilation of authors

Question 8: Are you asked to work over time?

29 responders, meaning 58% of the total number of responders, think that they are asked to work overtime very often. 11 employees, meaning 22% of the 50 responders, said that they are asked often to work overtime. 8 employees out of the total number of responders said that they are rarely asked to work overtime while two persons, meaning 4%, said that they were never asked to work overtime.



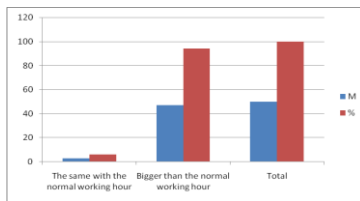
Q8		M	%
	Very often	29	58
	Often	11	22
	Rarely	8	16
	Never	2	4
	Total	50	100

Figure 8. Requesting additional hours

Source: According to research data compilation of authors

Question 9: How do you think the overtime should be paid?

94% of the interviewed employees said that the payment for the overtime should be bigger than the one for the normal hour. Only 3 employees, meaning 6% of the responders, said that the payment for the overtime should be the same with the one for the normal working hour.

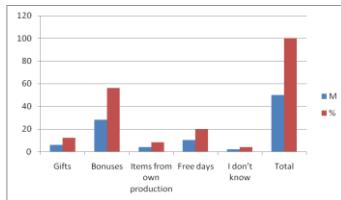


Q9		M	%
	The same with the normal working hour	3	6
	Bigger than the normal working hour	47	94
	Total	50	100

Figure 9. Appreciation of overtime pay

Source: According to research data compilation of authors

Question 10: What rewards would you like for the holidays? The bonuses are considered by 56% of the interviewed to be the best bonuses. The second choice regarding the rewards are the free days, considered by 10 employees (20%), followed by the gifts, according to 6 of the employees (12%) and the articles made by the company, own products, desired by 4 employees, meaning 8%. 4% do not know what they want for holidays.



Q10		M	%
	Gifts	6	12
	Bonuses	28	56
	Items from own production	4	8
	Free days	10	20
	I don't know	2	4
	Total	50	100

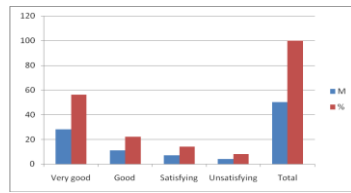
Figure 10. Rewards offered on the occasion of the holidays

Source: According to research data compilation of authors

Goal 3: The opinion of the employees regarding the management of the company, their interaction with the employees and their relationship.

Question 11: How is your relationship with the management? 28 employees, meaning 56% of the responders, said that they have a very good

relationship with the management. 22% of the responders think that they have a good relationship with the management. 7 employees, meaning 14% of the responders, said that their relationship with the management is satisfying and 8% think that their relationship with the management is unsatisfying.



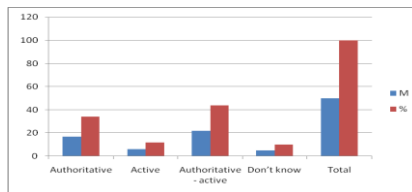
Q11		M	%
	Very good	28	56
	Good	11	22
	Satisfying	7	14
	Unsatisfying	4	8
	Total	50	100

Figure 11. The connection between the employee and the company management

Source: According to research data compilation of authors

Goal 4: The opinion of the employees regarding the style of the management team.

Question 12: How do you think the style of the management is? 34% of the interviewed employees said that the style of the management of the company is authoritative. Only 6 employees, meaning 12% of the responders, think that the style of the management is active. 22 employees, meaning 44% of the responders, think that the style of the management is a mixed one, authoritative – active and 5 employees (10% of the responders) said that do not know what style the management has.



Q12		M	%
	Authoritative	17	34
	Active	6	12
	Authoritative-active	22	44
	Don't know	5	10
	Total	50	100

Figure 12. Appreciation of the management style adopted by the management

Source: According to research data compilation of authors

Question 13: What are the relationships at work?

Most of the responders said that the friendly relationship is the most common, 34% (17 employees) and 28% (14 persons) said the official relationship is the most common (14 persons), 26% (meaning 13 employees) think that the most common relationship is the relaxing one and 6 persons, meaning 12% of the responders, think that the relationships are strained.

Q13		M	%
	Relaxing	13	26
	Friendly	17	34
	Official	14	28
	Strained	6	12
	Total	50	100

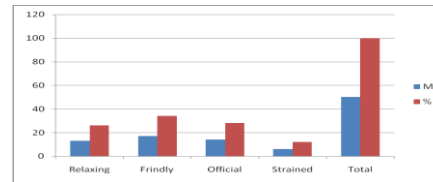
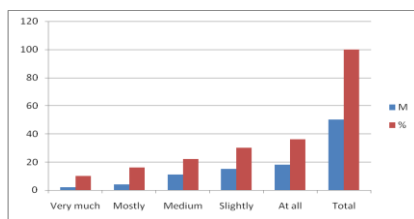


Figure 13. Relationships in the work environment

Source: According to research data compilation of authors

Question 14: Do you think that the employees are involved in the decision taking processes in the company?

We can notice that only 2 employees out of 50 think that they are involved in the decision taking processes, 16%, meaning 4 employees, think that they are mostly involved in the decision making process. 11 employees, meaning 11%, are involved at a medium level in the decision making process. Most of them, 30% (15 employees) and 36% (18 employees) said that they are involved a little, respectively at all in the process of taking decisions.



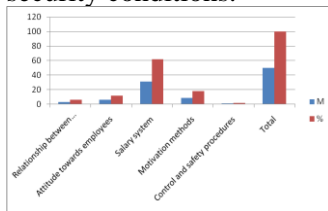
Q14	M	%
Very much	2	10
Mostly	4	16
Medium	11	22
Slightly	15	30
At all	18	36
Total	50	100

Figure 14. Involvement of employees in the decision-making process

Source: According to research data compilation of authors

Question 15: If you had the chance, what values would you change at work?

Most of the responders, meaning 62%, namely 31 employees, would change the salary system, 18%, namely 9 responders, would change the motivation methods for the employees, 6 employees, meaning 12% of the responders, would change the attitude towards the employees, 3 employees (6%) would change the relationship between the employees and one person would change the control and security conditions.



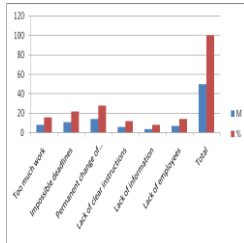
Q15	M	%
Relationship between employees	3	6
Attitude towards employees	6	12
Salary system	31	62
Motivation methods	9	18
Control and safety procedures	1	2
Total	50	100

Figure 15. Workplace changes

Source: According to research data compilation of authors

Question 16: From the following choices, choose the stress elements that you consider to be the most powerful:

28% think that the most powerful stress element is the constant change of priorities; 22% (11 employees) think that the most powerful stress element are the impossible deadlines; 16% (8 employees) said that the most powerful stress element is the quantity of work; 14% (7 employees) think that the lack of employees is the most powerful one; 12% think that the lack of instructions is the most powerful one and 8% (4 persons) said that the lack of information is the most stressful element.



Q16	M	%
Too much work	8	16
Impossible deadlines	11	22
Permanent change of priorities	14	28
Lack of clear instructions	6	12
Lack of information	4	8
Lack of employees	7	14
Total	50	100

Figure 16. Stressors

Source: According to research data compilation of authors

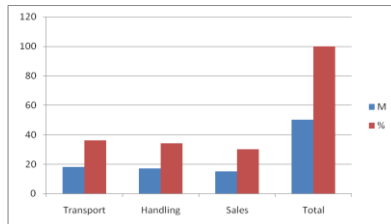
The analysis of the questions of identification:

A17: Which department do you work in?

36% of the responders work in the transport department;

34% of the responders work in the handling department;

30% of the responders work in sales department.



Q17	M	%
Transport	18	36
Handling	17	34
Sales	15	30
Total	50	100

Figure 17. The department to which the employees

Source: According to research data compilation of authors

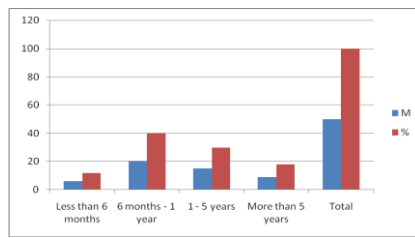
B18: How long have you been working in the company?

12% of the responders have been working in the company for less than 6 months;

40% of the responders have been working in the company between 6 months and one year;

30% of the responders have been working in the company between one and five years;

18% of the responders have been working in the company for more than 5 years.



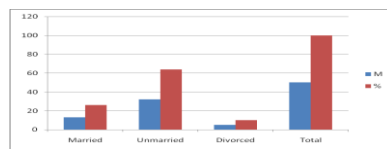
Q18		M	%
	Less than 6 months	6	12
	6 months - 1 year	20	40
	1 - 5 years	15	30
	More than 5 years	9	18
	Total	50	100

Figure 18. Seniority in the company

Source: According to research data compilation of authors

C19: Marital status:

- 26% of the responders are married;
- 64% of the responders are not married;
- 10% of the responders are divorced.



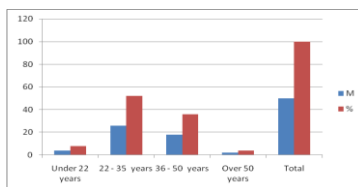
Q19		M	%
	Married	13	26
	Unmarried	32	64
	Divorced	5	10
	Total	50	100

Figure 19. Marital status

Source: According to research data compilation of authors

D20: What is your age?

- 8% of the responders are under 22 years;
- 52% of the responders are between 22 and 35 years;
- 36% of the responders are between 35 and 50 years;
- 4% of the responders are over 50 years.



Q20		M	%
	Under 22 years	4	8
	22 - 35 years	26	52
	36 - 50 years	18	36
	Over 50 years	2	4
	Total	50	100

Figure 20. Classification in the age category

Source: According to research data compilation of authors

4. Conclusions

The results of the research is a similar between the problems of the operations management of SC Arabesque SRL expressed by the Administrative Manager and the ones of the employees. 70% out of 50 responders interviewed are the direct employees of him.

- Based on the information gathered from SC Arabesque SRL, the interview of the Administrative Manager of Timisoara branch, I think that the operations activity is a complex one, including educational, professional and human activities. The art of the dialogue with the employees, to find the better solution to delegate the work tasks or to set the goals that need to be achieved while doing performance is one of the main characteristics of a successful manager.

- The problems of the company are related to the human resources, precisely to the attrition rate, the salaries that are not correlated with the market; The lack of reward and bonuses based on the performance of the employees. There is no form to evaluate the performance;

- Because of the unsatisfying salaries compared to the expectations of the employees, the company has problems with the recruitment, selection and hiring qualified personnel. This leads to an extra effort of the managers to train the employees in order to gain the necessary competences to do their job.

It was noticed that once an employee left the department, the recruitment and selection of a new employee take a short time, it is done quickly and less qualified persons are accepted and they accept the offer even if the salary is not as expected;

- Another cause of inefficiency and lower productivity identified while observing some aspects during the interview and the questionnaire is the lack of investments, causing the equipment, the machines used in the operational activities to wear, being very old and being very much used; The lack of investments and budgets for the maintenance and repairing are not sufficient, the state of the equipment is not a good one, a bigger consumption of financial and human resources. The time needed for the daily tasks is bigger, sometimes leading to a jam and so the customer is not satisfied because the order does not arrive on time; The optimization of the processes in the company by bringing new technologies, the modern technical equipment could lead to a better activity, to less time needed for the activities with no mistakes, no stress and an optimization of the operational processes.

The following conclusions were taken after the analysis of the questionnaire:

- The time given for work is not correctly handled, the lack of employees in some departments and the big volume of work at the handling department as they are daily overwhelmed with the unloading – reception – storage – products preparing – delivery – loading activities. These activities exceed the normal work capacity of the equipment and machines that are used, which leads to blocking in the activity. The drivers are not satisfied with the working conditions;

- The similarity of the answers regarding the salaries of the people from the handling and the transport departments, that the salary is not stimulating comparing to their work and efforts, is also to be found in the interview with the Administrative Manager who also mentioned the same issues, small and not motivating salaries. The sales agents have a commission added to the salary when they achieve some goals. The employees in the transport department, most of which are the drivers, consider that the payment of the salaries should be done only after the performance evaluation is done and they think that the actual salaries are calculated wrongly because they take into account the number of kilometers and the number of loadings and they should have another calculation;

- Almost all the responders, meaning 94%, said that the payment for the overtime hour should be greater than the normal working hour. We can conclude that the employees who work overtime on holidays or during the weekend are not paid more than usually.

- The bonuses are considered by 56% of the responders as the desired rewards, the reports are almost equal between the employees in the transport and the handling department. The second preference is the free days, desired by 10 employees from the three departments. Almost all the responders want rewards and bonuses at least for holidays.

- The management of the company, despite the operations problems, has a good relationship with the employees. This positive feedback proves the truth said by the administrative manager during the interview.

- Most of the answers regarding the relationship at work are the friendship relations. Those who are involved in the decisions have a reduced capacity to understand the problems because of their training and of their relationship with the managers. From these answers results that each job, depending on the tasks, brings some stress element, specific to the activities and work relations and also on the formal hierarchy.

In order for the results to be satisfying, it is necessary that the employees and the managers to be oriented to results, the tasks to be very clear and to be a discussion about a reorganization in case some activities are blocked by some elements previously discussed. In order to have an efficient activity in the sales area, at the level of a company, the following elements need to be considered:

- To improve the commercial technologies through the modernization of the methods to stock the products, using the system of handling the products based on computers and applications;

- Both the efficiency of work and the productivity are two important elements in doing the tasks by the employees, in achieving the operations goals but they also have an important role in measuring the performance of the operations management in any company even if it sales products or services;

Identifying the weak and strong points of the internal diagnose can lead to a relevant analysis regarding the accomplishment of the operations managers who lead and coordinate the activity of the employees through coordination, coaching –

motivation and control. Applying a method to revise the results so that it may lead to some decisions according to the desired goals;

- Communication should be done from the top; the decisions are taken and applied by the direct manager, with a subtle consultation of the employees.

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