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**Are Romanian Employees Satisfied with their Jobs
and with the Performance Evaluation Process?
An Empirical Analysis based on Gender
Differences**

Alexandra BEIU^{1*}, Adriana Ana Maria DAVIDESCU²

Abstract

The paper aims to identify the degree of satisfaction of Romanian employees highlighting the most important motivating factors and also to analyse the satisfaction related to the performance evaluation process using the results of an empirical research based on gender differences for a sample of 301 employees from micro, small, medium and also large companies.

The main research questions of the study are: there are some significant differences regarding the employees' satisfaction and its main determinants-the gender role? What about the differences among Romanian employees regarding the perceptions about the performance evaluation process? In order to respond to these questions, descriptive statistics, correlation analysis and non-parametric tests (Mann-Whitney) were used.

The empirical results revealed that if most of the employees declared to be somehow satisfied with their jobs, they tend to be also satisfied with their salaries, this factor being also the least a short-term motivating factor. At the opposite side, workplace comfort, bonuses and workplace stability were considered to be the most important factors in the process of achieving motivation of Romanian employees.

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Gender analysis highlighted that there are statistical differences regarding the salary and the job stability between males and females, women considering the stability more important, while for men the actual salary is very important.

Regarding the satisfaction level related to the results of the employee performance evaluation, the empirical results infirmed any statistical differences between men and women, Romanian employees considering this process to be professional and correct.

Keywords:

Employees' motivation, performance evaluation process, non-parametric tests, gender analysis, Romanian companies.

1. Introduction

It could be said that Human Resource Management is not a new thing for organizations of all types in Romania. This topic of gender differences has attracted attention recently particularly in exploring the factors influencing job satisfaction. Human Resource has a decisive role in any organization. One of the most valuable human resource tool is the performance evolution process as many managers started to practice it. Many employees started to ask themselves if they are satisfied with their jobs. The performance evaluation process can be used as a motivational tool for employees to provide them with feedback.

The performance evaluation process is indispensable in any organization to assess the training needs.

The performance process seems to be the key factor in increasing the job satisfaction and employee job commitment.

The employee performance process and motivation is one of the major issues faced by every organization and managers need to be very focus in applying the right tools in order to achieve a better performance of employees. The manager have the central role of guiding employees to achieve the proposed objectives of the organization.

2. Problem Statement

Performance evaluation represents the central part of Human Resources Management, having a decisive and fundamental role of determining the proportions to which employees efficiently achieve their responsibilities or tasks [11].

Employee appraisal can be defined as a collection of processes through which are issued judgments on the employees of the enterprise, separately, as holding certain posts, in order to reveal the essential elements

of how to achieve the objectives and duties conferred and exercise competencies and responsibilities of granting rewards and penalties, to establish the ways of improving the training, the promotion prospects of outlining [15].

A great importance in human resource management holds the correct evaluation of the results obtained by all employees and each. This assessment requires the correct application of the principle pyramidal leadership at various levels so as to ensure effective control. In synthesis, consists in assessing the degree to which employees meet their personal responsibility to return on them in relation to the occupied position. This process is called employee assessment or evaluation of results [18].

An important aspect of human resource management is the assessment of performance in the organization, because through evaluation we can better understand the dynamic nature of professional development; as some authors note [9], evaluation helps us to see professional development as a continuous process, not as a mere "event" produced in the employee's life. In addition to this feature of continuity, the evaluation process also possesses the attribute of complexity; so we have to imagine that anything can be evaluated, even assessment can be evaluated.

Periodical evaluations of employee performance are fundamental in every organization and have as main consequences pay increases, improvement and training, transfers, compensations, counselling, promotion or employee recognition [10].

Pook, Fustos and Marian [17] investigated the role of age, tenure, gender, education, and position at the organization as predictors of job satisfaction in three countries, Hungary, Poland and Romania and also the gender differences in promotions and other rewards offered to employees, pointing out the active role of such factors in explaining the job satisfaction and also the passive role of managers in determining the promotion of their employees.

McNeilly and Goldsmith [13], Janssen and Yperen [12] and also Ng and Feldman [14] studied the reasons behind the intent to leave, pointing out the role of right education in increasing the employee performance.

Yousef [19], [6] proved using information from 30 organizations of the United Arab Emirates that Islamic work ethic positively impacted the organizational commitment.

Satisfied employees represent the key to success in every organization and will lead further to productivity improvement and engagement fostering [3].

Azizi [1] reconfirmed the importance of employee motivation in every organization highlighting simultaneously the role of financial motivation on the overall job satisfaction.

Popescu et al. [16] tested the gender differences at the level of Romanian small and medium enterprises concerning the organizational citizenship behaviour and organizations' performance, revealing that women are better managers than men, confirming the hypothesis of a potential relationship between organizational citizenship behaviour, manager gender and company performance.

Using a sample of 402 Romanian employees, Casuneanu [4] highlighted the particularities of employee motivation pointing out that job stability plays an important role for the employee together with vocational development confirming also that non-financial motivation is very important for the Romanian employee.

Gavrea et al. [8] analyse the organizational performance among Romanian manufacturing companies revealing the link between the performance measurement process and the organizational performance.

Clark [5] examined if people with identical jobs are also equally satisfied revealing also gender differences, the results pointing out that even if women earned less than men, they exhibited a greater level of job satisfaction.

García-Bernal et al. [7] identified the determinants of job satisfaction among Spanish workers and also analysed significant gender differences on these dimensions, revealing the role of "economic aspects", "interpersonal relations", "working conditions", and "personal fulfilment" in relation to job satisfaction and also significant differences between men and women.

The main element of originality of the paper resides in the results of the most recent empirical research concerning the employee performance evaluation and motivation process among Romanian employees.

Table 1. The summary of the most important studies concerning employees' performance appraisal

Study	Samples	Methods	Key findings
Pook, Fustos and Marian (2003)	932 employees from Hungary, Poland and Romania	Descriptive statistics	Women are less satisfied than men with the work they performed.
Casuneanu (2011)	402 Romanian employees	Descriptive statistics	Job stability is quite important for Romanian employees and also the non-financial motivation elements.

Bakotić (2016) [2]	40 large- and medium-sized Croatian companies with 5806 employees surveyed	Descriptive statistics	Bidirectional link between employees' job satisfaction and organisational performance with weak intensity. Rather than otherwise, job satisfaction seems to influence organizational performance rather than in the other direction.
García-Bernal et al. (2005)	413 Spanish employees	Factor analysis Descriptive statistics	Main determinants of job satisfaction: economic aspects", "interpersonal relations", "working conditions", and "personal fulfilment. Significant differences between men and women.

3. Research Questions/Aims of the research

The paper aims to identify the degree of satisfaction of Romanian employees highlighting the most important motivating factors and also to analyse satisfaction related to the performance evaluation process using an empirical research based on gender differences for a sample of 301 employees from micro, small, medium and also large companies.

The main research questions of the study are: there are some significant differences regarding the employees' satisfaction and its main determinants by gender? What about the differences among Romanian employees regarding the perceptions about the performance evaluation process?

The paper is organized as follows. The second section is dedicated to the presentation of the most relevant studies in the area of employee motivation and performance evaluation, while the following section is dedicated to methodology and data. The section of empirical results is structured into three distinct sub-sections: sample profile reflecting the main features of interviewed employees, the sub-section analysing the satisfaction level of Romanian employees based on gender analysis and lastly the sub-section dedicated to the analysis of the satisfaction level related to the employee performance evaluation process based on gender differences. The paper ends with the main conclusions.

4. Research Methods

In order to identify the degree of satisfaction of Romanian employees highlighting the most important motivating factors and also to analyse the satisfaction related to the performance evaluation process an empirical research based on gender differences has been used using a sample of 301 employees from micro, small, medium and also large companies.

The empirical research was carried out on a sample of 301 individuals with ages between 15-64 years old having the statute of employee from micro-enterprises (21.9%), small enterprises (32.9%), medium enterprises (23.6%) and large companies (21.6%) conducted in the period March 2018. The sample obtained was considered to be representative at the national level.

Thus, within the survey, job and salary satisfaction levels were evaluated on a 5-point Likert scale with '1' 'very dissatisfied' and '5' 'very satisfied'. Higher scores indicated greater levels of satisfaction.

The motivating job factors were measured through a 10-items five-point Likert type scale questionnaire, varying from 1 (little important) to 5 (strongly important). Higher scores indicated greater satisfaction regarding the job factors.

Also, the level of satisfaction related to the results of the last performance evaluations was quantified using a four point Likert scale, ranging from very dissatisfied (1) to very satisfied (4). Higher scores indicated greater satisfaction with the employee performance evaluation process.

The main characteristics of the employee performance evaluation process targeting four perspectives' objectivity, professionalism, impartiality and rightness have been evaluated using a 10 point Likert scale (1-very weak, 10-very strong).

In order to capture all these, appropriate descriptive statistics (mean and standard deviation) were calculated. The correlations between salary satisfaction, job satisfaction and between performance evaluation satisfaction were computed using the Spearman and Kendall non-parametric correlation coefficients. Gender differences have been pointed out using Mann-Whitney test. The SPSS package has been used in the empirical analysis.

5. Findings

5.1. Sample profile

The gender distribution of the sample is equilibrate, with a small increase in the males' percentage (53.5%). About 44.1% of employees

worked in the services' area, while 24% of them worked in manufacturing industry, while the distribution according to the company size revealed that 33% of employees work in small companies and nearly 22% of them work in micro, medium and large companies. Most employees come from urban area (69.7%), mostly being from Bucharest-Ilfov (20%), North-West (13.6%) and Center (13%). The age distribution revealed similar percentages (30%) from age groups: 26-35 years, 36-45 years, and 46-55 years. Almost 45% of them declared to complete their education at the age 17-19 years. Approximately a third of Romanian employees, participants in the survey have a job experience of more than 10 years while 23.9% of them declared to have at most three years. Concerning the salary received for their work, the majority declared to have at most 2500 lei and about 27% of them stated to have between 2500 and 5000 lei. Almost 41.2% of the interviewed employees were skilled workers, 21.3% were higher education specialists and 11.6% of them are engaged in public services.

5.2. Are Romanian employees satisfied with their jobs? An empirical analysis based on gender differences

The average level of job satisfaction among Romanian employees was 4(n=301) pointing out an acceptable level of satisfaction among employees (Table 1). The overall level of job satisfaction for females was 3.99 and 4.01 for males. In most of the cases, individuals declared to be satisfied with their jobs.

Table 2. Descriptive analysis of job and salary satisfaction level

		Job satisfaction Level	Salary satisfaction Level
Males	Mean	4.01	3.42
	Std. Deviation	.840	1.034
Females	Mean	3.99	3.19
	Std. Deviation	1.014	1.057
Total employees	Mean	4.00	3.31
	Std. Deviation	.924	1.049

The overall wage satisfaction level was 3.31 smaller than the overall job satisfaction, the salary being a demotivating factor for the work motivation. Female level of satisfaction related to salary (3.19) tend to be smaller than in the case of males (3.42).

Analysing the relationship between the overall level of job satisfaction and salary satisfaction, both Kendall and Spearman coefficients of correlation revealed that there is a positive and statistically significant relationship between salary satisfaction and job satisfaction (Sig.<10%). The values of the coefficients pointed out a medium level intensity relationship between job satisfaction and salary satisfaction revealing that a good salary could be a very important stimulating factor for the job satisfaction increase.

Table 3. The correlations between job satisfaction and salary satisfaction levels

			Salary satisfaction level
Kendall's tau_b	Job satisfaction level	Correlation Coefficient	.459**
		Sig. (2-tailed)	.000
Spearman's rho	Job satisfaction level	Correlation Coefficient	.520**
		Sig. (2-tailed)	.000
**. Correlation is significant at the 0.01 level (2-tailed).			

Regarding the main motivational factors, Romanian employees provided the following mean satisfaction scores revealing that higher scores indicated greater satisfaction regarding the job factors.

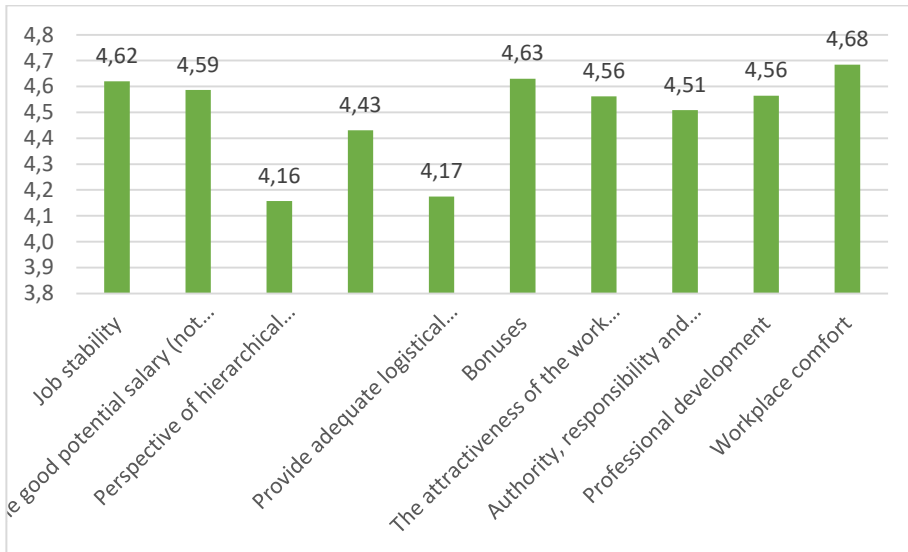


Fig. 1. The most important motivational factors from the perspective of Romanian employees

According to the figure 1, from the perspective of Romanian employees, the most important factors influencing the employee motivation are workplace comfort (4.68) followed by bonuses (4.63) job stability (4.62) and lastly, but not least the good potential salary (4.59). At the opposite side, the least important factor was considered to be the perspective of hierarchical advancement (4.16).

Analysing the correlations between the motivational factors and the level of overall job satisfaction, the empirical results of Spearman coefficient revealed that there is a moderate but positive and statistically significant relationship between the level of job satisfaction and job stability($r=0.162$), perspective of hierarchical advancement($r=0.107$), the attractiveness of work done($r=0.13$), authority, responsibility and autonomy in the post($r=0.184$) and professional development($r=0.215$).

Table 4. The correlations between job satisfaction level and the job factors

Job satisfaction level	1.00
Job stability	.162* (0.005)
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.)	0.082 (0.158)
Perspective of hierarchical advancement	0.107*** (0.068)
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)	0.050 (0.392)
Provide adequate logistical support (business phone, car, laptop)	0.082 (0.159)
Bonuses	0.077 (0.192)
The attractiveness of the work done	.130** (0.027)
Authority, responsibility and autonomy in the post	.184* (0.002)
Professional development	.215* (0.000)
Workplace comfort	0.091 (0.120)

Note: In the parentheses there is displayed Sig. (2-tailed). *** 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 empirical results of Mann-Whitney test inquired the hypothesis according to which there is a significant difference between males and females regarding the overall level of job satisfaction, since the probability of the test is greater than the maximal level of significance 10%, but men and women have different opinions regarding the salary satisfaction, since the probability is less than 5%. Also they tend to manifest different opinions related to job stability. The gender characteristics were negligibly related to the other motivating factors, since the results suffered from a lack of statistical significance.

Table 5. The empirical results of Mann-Whitney test

	Mann-Whitney U	Asymp. Sig. (2-tailed)
Job satisfaction level	10985.000	.687
Salary satisfaction level	9795.000	.041**
Motivating factors		
Job stability	10234.500	.096**
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.)	11087.000	.852
Perspective of hierarchical advancement	10404.500	.772
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)	10738.000	.893
Provide adequate logistical support (business phone, car, laptop)	10472.000	.752
Bonuses	9854.000	.194
The attractiveness of the work done	9754.000	.166
Authority, responsibility and autonomy in the post	10218.000	.625
Professional development	10491.000	.678
Workplace comfort	10490.500	.845

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).

More in depth, men tend to be more satisfied with their salary than women, while women seems to be more preoccupied with job stability than men.

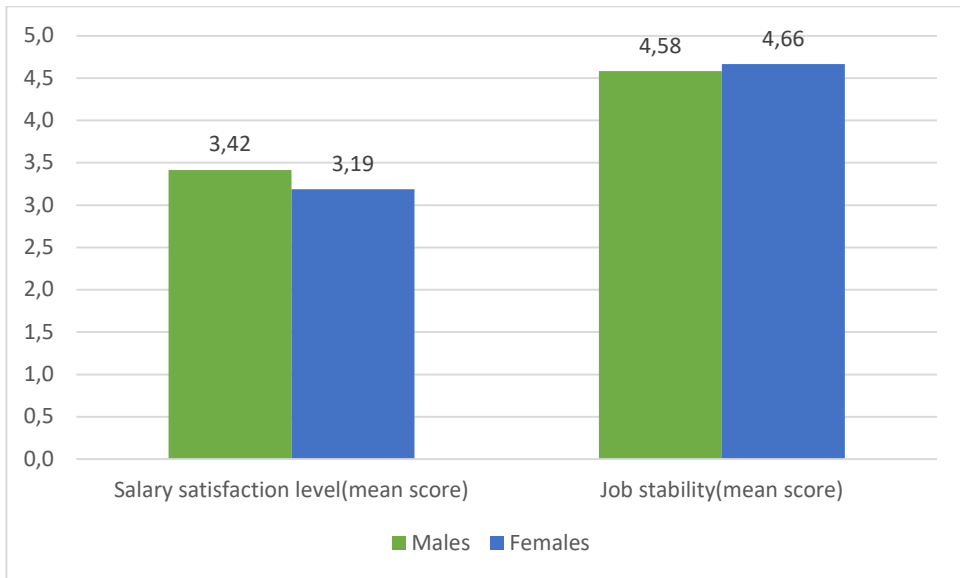


Fig.2. Gender differences related to salary satisfaction and job stability

4.3. Are Romanian employees satisfied with the performance evaluation process? An empirical analysis based on gender differences

Using a four point Likert scale for quantifying the level of satisfaction with the results of the evaluations made in the past 3 years, ranging from very dissatisfied (1) to very satisfied (4), the overall level of job satisfaction with the employee performance evaluation process was 3.06 (n = 301) (Table 5) revealing that on average Romanian employees declared to be satisfied with this process. The overall level of job satisfaction for females was 3.04 and 3.08 for males. The females’ level of satisfaction tend to be smaller than in the case of males.

Table 6. Descriptive analysis of satisfaction level related to employee performance evaluation process

		Satisfaction with the employee performance evaluation process
Males	Mean	3.08
	Std. Deviation	0.741
Females	Mean	3.04
	Std. Deviation	0.693
Total employees	Mean	3.06
	Std. Deviation	0.719

Analysing the relationship between the overall level of job satisfaction and salary satisfaction, and satisfaction with the employee performance evaluations, both Kendall and Spearman coefficients of correlation revealed that there is a positive and strongly significant relationship between satisfaction level related to the last results of employee performance evaluations, salary satisfaction and job satisfaction (Sig.<1%), but the values of the coefficients pointed out weak relationships. Furthermore, a high level of satisfaction with the last evaluations is somehow associated with a higher level of salary satisfaction and job satisfaction.

Table 7. The correlations between job satisfaction, salary satisfaction and employee performance evaluations

			Satisfaction level of employee performance evaluations	Job satisfaction level	Salary satisfaction level
Kendall's tau_b	Satisfaction level of employee performance evaluations	Correlation Coefficient	1.000	.257**	.284**
		Sig. (2-tailed)		.000	.000
	Job satisfaction level	Correlation Coefficient		1.000	.459**
		Sig. (2-tailed)			.000
	Salary satisfaction level	Correlation Coefficient			1.000
		Sig. (2-tailed)			
Spearman's rho	Satisfaction level of Employee performance evaluations	Correlation Coefficient	1.000	.280**	.317**
		Sig. (2-tailed)		.000	.000
	Job satisfaction level	Correlation Coefficient		1.000	.520**
		Sig. (2-tailed)			.000
	Salary satisfaction level	Correlation Coefficient			1.000
		Sig. (2-tailed)			
**. Correlation is significant at the 0.01 level (2-tailed).					

Characterizing the evaluation process of employee performance from the perspectives of objectiveness, professionalism, impartiality and rightness, the empirical results pointed out most employees considered the evaluation process as being **professional and right**. Also the gender analysis pointed out the same conclusions, highlighting the fact that there are not statistical differences between men and women regarding the features of the employee performance evaluation process.

Table 8. A gender analysis of the main characteristics of the employee performance evaluation process

Gender		<i>Main characteristics of employee performance evaluation process</i>			
		Objectiveness	Professionalism	Impartiality	Rightness
Males	Mean	8.01	8.20	8.02	8.09
	Std. Dev.	1.997	1.893	2.075	2.032
Females	Mean	8.01	8.16	7.91	8.01
	Std. Dev.	1.881	1.940	2.010	2.091
Total	Mean	8.01	8.18	7.97	8.05
	Std. Dev.	1.941	1.912	2.043	2.057

These results have been confirmed also by the empirical findings of Mann-Whitney test. The lack of statistical significance is due to the high value of probability (Asymp.Sig), higher than the maximal level of significance (10%). Therefore, both men and women consider the process of employee performance evaluations to be **professional and right**.

Table 9. The empirical results of Mann-Whitney test

	Mann-Whitney U	Asymp. Sig. (2-tailed)
Satisfaction level of employee performance evaluations	10744.500	.422
<i>Main characteristics of employee performance evaluation process</i>		
Objectiveness	11208.500	.933
Professionalism	11179.500	.902
Impartiality	10733.000	.467
Rightness	11174.500	.897

5. Conclusions

The main objective of the paper was to analyse the characteristics of employee motivation and employee performance evaluation process, the results of an empirical research based on 301 Romanian employees from micro, small, medium and also large companies have been used pointing out the gender differences.

The empirical results revealed that Romanian employees seem to be satisfied with their jobs, but the level of salary satisfaction is somehow smaller than the overall level of job satisfaction. Females tend to have a smaller level of salary satisfaction compared to males.

Also, there is a positive relationship between job satisfaction and salary satisfaction revealing that a good salary could be a very important stimulating factor for the job satisfaction increase.

Concerning the main determinants of work motivation, Romanian employees mentioned on the first place workplace comfort, followed by bonuses, job stability and a good potential salary and the least important factor was considered to be the perspective of hierarchical advancement.

The empirical results revealed that there are significant differences between men and women regarding salary satisfaction and job stability. Men tend to be more satisfied with their salary than women, while women seems to be more preoccupied with job stability.

Regarding the satisfaction felt with the results of the last performance evaluations, Romanian employees declared to be satisfied with this process. The females' level of satisfaction tended to be a little smaller than in the case of males.

Romanian employees declared to be satisfied with the results of evaluation process, the females' level of satisfaction being a little greater than in the case of males.

Characterizing the evaluation process of employee performance from the perspectives of objectiveness, professionalism, impartiality and rightness, the empirical results pointed out most employees considered the evaluation process as being **professional and right** and there are not statistical differences between men and women regarding the features of the employee performance evaluation process.

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