DIAGNOSTIC ANALYSIS IN A PENITENTIARY INSTITUTION

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Abstract:
The human resource management consists of all activities aiming at ensuring the development, the motivation, and maintenance of human resources within the organization in order to achieve its objectives with maximum efficiency and to meet the its employees' needs. The objectives for this paper are: identification of self-perception level of the needs in relation to the occupied position; assessing the self-perception level regarding the workplace, in relation to the motivating factors. In order to verify the assumptions made, two questionnaires were used: Maslow's Motivation Questionnaire and Job Evaluation Questionnaire. We have established a high need of appreciation for the employees working in the intervention department and job assessment in terms of its characteristics revealed a mid-level positioning.

Key words: organizational climate, motivation, job evaluation

JEL classification: L

I. The management of the organizations

The structure or the form of an organization depends on its function. The organizations develop from individual functional units to complex units involved in a large number of activities. Therefore, sharing the tasks among the members of an organization becomes essential. Also new functions will appear and it is important to establish their place and role. The need to coordinate the various activities gives rise to a hierarchy that is designed so that it should enable managers to have control over the organizations, to ensure that their employees' needs are met, and to make better decisions.

An organization represents the allocation and the use of resources (human, material and financial) in order to achieve goals. It follows from this definition that an organization whose resources are not effectively structured or whose processes are not rightly used will not be effective to achieve its objectives. For this reason managers need to pay attention to the way the organization is structured or designed and to the way it operates or works. This is a dual approach: an organizational and a functional one and it was called structure-function approach.

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As organizations grow they are dealing with a number of key aspects regarding the human resource management. Managers create a plan to attract and keep the people having the skills the organization needs. The plan implementation involves the recruitment, selection, integration, training, rewarding, and choosing of the most appropriate benefits and the constant assessment of the performances to evaluate whether the organizational objectives are achieved. These activities are the components of the human resource management.

The essential principles of human resource management are:

1. Considering the human factor a vital resource;

2. Correlating in an integrated manner the policy and the systems regarding the human resources with the mission and strategy of the organization;
3. Sustained preoccupation about focusing and targeting the capacities and the individual efforts to effectively achieve goals and objectives;
4. Developing a healthy organizational culture.

The objectives of the human resource management are:
1. Increasing the staff's efficiency and effectiveness (productivity growth);
2. Reducing absenteeism, fluctuation, number and magnitude of strikes;
3. Increase employees' job satisfaction;
4. Increasing the capacity of innovation, problem solving and change of the organization.

A manager's control area may vary from one situation to another; in some cases it is more appropriate to narrow the area of control, and in others, to widen it. In determining the control area several factors must be taken into account, including:

- The task complexity. Some more complex tasks may require the manager's direct involvement to a greater extent than in the case of simple routine activities. The control area must be reduced in the case of more complex activities.
- The experience and capacity of the subordinated staff. The employees with less experience or skills need more direct contact with the manager, at least until their professional development is achieved. Consequently, the control area may be initially reduced and then expanded over time.
- The philosophy of the organization management. This can lead to a different extent of the control area within an organization depending on the orientation towards centralization (reduced control area) or decentralization (extended control area).
- The manager's capabilities and experience. The manager may be lacking experience or skills, therefore his control area may be narrower. It is important to consider that not all the same hierarchical level managers must have the same control area.
- The demand for product or service. Some domains may need a larger control area due to a high demand for products or services.

Another aspect of the control area is the dimension of the organization's hierarchy (number of hierarchical levels). Some organizations are relatively flat (have relatively few hierarchical levels), while others have more hierarchical levels (strong hierarchical organization). In general, organizations with larger control areas have fewer levels and can be considered flat.

Effective organization

Peters and Waterman identified 8 characteristics of successful organizations:

1. Action-oriented management. These organizations are not paralyzed by indecision, being oriented to test new ideas;

2. Proximity of the beneficiary. This attribute reflects a strong concern about the receiver, a practice of maintaining constant dialogue with the beneficiary and of receiving feedback;

3. Autonomy and entrepreneurship. Emphasis is placed on innovation and on promoting entrepreneurship;

4. Productivity through people. People are considered the most valuable resource. The key elements are trust and treating people with dignity and respect;

5. Values-oriented management. People notice the way in which the organization managers with high values get in contact with them;

6. Maintain the area of activity, namely doing what they know best;

7. Simple structure and a reduced management board. The organizational structure is simple and the number of people in top management position is kept as little as possible to ensure the flexibility the environment requires;

8. Simultaneously narrow and wide structures. Companies that promote excellence in business are organized both in centralized and decentralized manner. They attempt to give autonomy and to lower the authority level (in the sense of bringing decision-making process to a lower hierarchical level), but under the circumstances of maintaining the centralization of their basic functions. The organizations which are simultaneously both 'narrow and large' are, on the one hand, strictly controlled, especially with regard to their core values and, on the other hand, they allow self-expression, innovation and entrepreneurship.

As a result of the aspects presented above, it becomes necessary to measure what efficiency means. Indicators used in this respect by organizations are:

1. Productivity, showing the ability of an organization to transform inputs into outputs at the desired quantity and quality.

2. Members' satisfaction, which refers to the degree to which the organization meets its members' needs and maintain good morale. The members' satisfaction is reflected by the employees' income, the number of strikes and absenteeism rates;

3. Cost. An organization that consumes more resources than necessary is not effective. Because some organizations are not profit driven sometimes it is more useful to see them as cost centers and not as profit centers. Effectiveness in a profit center is measured by comparing income and expenses. Effectiveness in a cost center is measured by comparing the performance achieved with the budget. A way to measure cost-effectiveness is the efficiency – the size of the effect / outcome achieved in relation to a unit of used resources. An organization can be efficient (i.e., record a high labor productivity), but to be ineffective. If the employees follow in their activity a wrong list of priorities, they may be very efficient by working hard, but without achieving important objectives.

4. Adaptability, which is the interface with the external environment and follows the degree to which the organization copes with the external factors that influence the organization. If the organization cannot cope with external forces and thus cannot ensure the input, it cannot make the transformations and obtain the adequate output, thus the organization is ineffective.

II. Diagnostic analysis of penitentiary institutions with regard to motivation and job evaluation

Personnel Structure

The personnel list has 100 jobs organized in three main components:

- specialized personnel in social assistance, scholastic, professional, educational, therapeutic activity for the children such as: Educational Coordinators, Educational Instructors, Psychologist, Social Assistant, Medical Doctors, Medical Assistants, Teachers;
- security/surveillance personnel;
- administrative personnel.

The leadership is given by a Director and a Deputy Director, but the decision making belongs to the Center's Board and the Concilium Magisters.

1. Objectives

1.1. Identification of self-perception level of the needs in relation to the occupied position.

1.2. Assessing the self-perception level regarding the workplace, in relation to the motivating factors.

2. Hypothesis

2.1. As far as the needs in relation to workplace are concern there are statistically significant differences between the employees in the intervention departments and those in the administrative department.

2.2. There are statistically significant differences regarding the perception of workplace between the employees in the intervention departments and the employees in the administrative department.

3. Sample group

The sample group participating at this non-experimental research is composed of two groups. The first group (Group 1) consists of a total of 11 subjects working in the administrative department, and the second group (Group 2) of a total of 12 subjects working in the Department of Education and Security (intervention departments).

4. Methodology

In order to verify the assumptions made, two questionnaires were used.

4.1. Maslow's Motivation Questionnaire

MBM Questionnaire – measures a person's internal motivation (needs), following the conceptual terms of human motivation. It consists of a total of 20 items grouped into four scales, namely: Safety and Health (SS), Social and social belonging (SB), Self Esteem (SE) Self-actualization (SA).

4.2. Job Evaluation Questionnaire

This questionnaire assesses different aspects of the workplace, issues that are considered essential in maintaining satisfaction at work. It consists of a total of 53 items, grouped into 14 scales, namely: A. Physical, B. Social, C. Recognition, D. Responsibility. E. Realization, F. Growth, G. Autonomy, H. Challenge, I. Importance, J. Involvement, K. Teamwork, L. Variety, M. Information, N. Specialization.

5. Processing the obtained data

Hypothesis 1: There are statistically significant differences in terms of the needs in relation to work between the employees in the intervention departments comparing to the employees from the administrative department.

In order to verify this hypothesis, the statistical "t" (Student) test was used for the independent sample groups. The results are displayed in Table 1.

Table 1. Differences between the motivational needs between the subjects belonging to Group 1 and Group 2

Needs	Group	n	M	σ	t(21)	p
Safety and Health SS	Group 1	11	1.63	1.68	-.52	.60
	Group 2	12	16	1.65		
Social and social belonging SB	Group 1	11	14.54	2.91	-1.24	.22
	Group 2	12	16.16	3.29		
Self esteem SE	Group 1	11	17.63	3.84	-2.04	.05
	Group 2	12	20.50	2.81		
Self-actualization SA	Group 1	11	15.09	2.62	-1.29	.21
	Group 2	12	16.25	1.60		

Analyzing the data presented in Table 1 it is observed that the only statistically significant difference between the two groups is for the SE need (self esteem), the value obtained for the test "t" being -2.04, at a significance threshold of p = .05, in favour of the second group. This means that subjects in the intervention departments have a

greater need for the recognition of their own value in relation to their made effort at the workplace. This may be caused firstly by the fact that the intervention activities are more stimulating, involving a greater effort; therefore it should be and an adequate level of appreciation and recognition of the value of their work. Moreover, these employees may feel less valued than the management of the institution (for example, because of the low level of involvement and consultation regarding certain decisions, the less contact between employees from the intervention departments and the department board, poor access to information comparing to the employees from the administrative sector) and therefore a greater need to receive recognition.

Hypothesis 2: There are statistically significant differences regarding the perception of the workplace between the employees from the intervention department and the employees from the administrative department.

In order to verify this hypothesis, the statistical "t" test was used (Student) for independent sample groups. The results are displayed in Table 2.

Table 2. Differences in perception of the workplace between the subjects belonging to Group 1 and Group 2

Job assessment factors	Group	n	M	σ	t(21)	p
Physical	Group 1	11	53	8.94	.55	.58
	Group 2	12	50	9.13		
Social	Group 1	11	34.72	5.34	.59	.55
	Group 2	12	33	8.12		
Recognition	Group 1	11	49	8.94	-.22	.82
	Group 2	12	50.08	13.50		
Responsibility	Group 1	11	42.54	6.90	-.28	.77
	Group 2	12	43.50	8.78		
Realization	Group 1	11	53.36	6.81	-.16	.86
	Group 2	12	54.08	12.68		
Growth	Group 1	11	39.72	6.88	-.47	.63
	Group 2	12	41.58	11.05		
Autonomy	Group 1	11	41.27	9.48	.91	.37
	Group 2	12	37.66	9.48		
Challenge	Group 1	11	58.45	7.65	-.22	.82
	Group 2	12	59.50	13.61		
Importance	Group 1	11	76.63	13.04	-.05	.95
	Group 2	12	74	17.87		
Implication	Group 1	11	63	11.49	-.10	.91
	Group 2	12	63.58	15.22		
Teamwork	Group 1	11	35.36	4.63	.50	.61
	Group 2	12	34	7.73		
Variety	Group 1	11	45	9.06	.02	.98
	Group 2	12	44.91	10.30		
Information	Group 1	11	53.54	6.87	.17	.86
	Group 2	12	52.75	13.87		
Specialization	Group 1	11	45.63	9.15	-.39	.69
	Group 2	12	47.33	11.21		

The analysis of the data from Table 2 shows that no statistically significant difference was obtained regarding the assessment of the characteristics of the workplace

between the subjects belonging to group 1 (administrative) and the subjects belonging to the group 2. In this case, the results were reported to the reference standard in order to obtain a profile of workplace in terms of the analyzed aspects. Considering all the workplace characteristics, level 3 was obtained for each of them, namely the average, except for factor H, which gets to level 4, meaning very good. Therefore, we consider that only the "challenge" characteristic (H) has a very good level in the organization, all the others reaching a medium level.

6. Conclusions

The diagnostic analysis performed in a penitentiary institutions revealed several important aspects from a managerial point of view, namely:
1. The high need of appreciation for the employees working in the intervention department, which would be a motivating factor in their work;
2. Job assessment in terms of its characteristics revealed a mid-level positioning, which indicates that there are no immediate risk situations on the one hand, yet on the other hand the organization is at a stagnant level and it does not meet the efficacy criteria.

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