Chapter 3
The Effects of Supervisor Performance Feedback on Employee Satisfaction in Romanian Enterprises

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ABSTRACT
The purpose of this study is to examine the effects of supervisor performance feedback, in terms of positive and negative communication behaviors and overall satisfaction, as perceived by the employees. The authors used a regression which revealed that the main purpose of the research model is to determine the best prediction for the dependent variable by giving a number of new values to the predictors. A clear additive effect of performance work on each of the employee perceptions on job intensity, stressors, and different forms of employee commitments is obtained by SPSS 13. At the same time, this model noted the necessity of explaining the behavior of a dependent variable, taking into account the factors that determine it. The results suggest that the supervisors’ use of specific performance feedback may assist managers to implement a higher ratio of positive-to-negative communications with their employees. The implications of this study, as well as directions for future research, are also addressed.

INTRODUCTION
The theory and the managerial practice shows that the main goal of any organization is to increase performance and implicit financial results, long-disputed concept and highly complex in meanings. Understanding the effects of supervisor performance feedback of employee satisfaction has gained a special significance for the society of knowledge (Braun et al., 2006). No doubt, the interaction between supervision and employee is a problem of temperament: on one hand, we will always meet individuals

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that are more passionate than others, who are more dedicated to their work, and on the other hand, there are methods likely to contribute to changes in attitude towards work, decisive, both for the success of the individuals in organizations, and for the organization’s success on the market.

The new conditions of competition as well as the needs of personal autonomy and professionalism in the organizations have led to a gradual change of the employee-enterprise relations, causing a difference difficult to predict between the relations from the beginning of the science of management and the ones today. Thus, the employee must be informed, educated, protected, consulted, has certain autonomy and must be treated as a collaborator (Coyle-Shapiro et al., 2005).

Weber et al. (2007) agree with this statement and they consider that performance is the result of the individual characteristics of a person, of the efforts of his work and of the support that he receives from the organization.

We meet often times when, in organizations, employee objectives are not aligned to business strategy, while information on the desired performance criteria and feedback of superiors is hard to understand. Creating a performance management system, with direct implications in assessing performance and motivate employees, becomes a generator of weaknesses of human resources management. On the one hand, those who occupy managerial positions, most often shun in to give positive feedback and at the same time to hold talks open with their employees, having the fear of not putting in difficulty already established relationship with actors from which it expects to complete the goals set by the organization in all departments they coordinate. On the other hand, employees often do not share that managers do not know how to communicate about the importance of performance or even guide them to develop skills so necessary in achieving performance.

The scientific approach of this research is part of the supervisor performance data which proposes three thematic objectives: creating value through knowledge, skills within an organization that fosters inclusion and creating a competitive, explained the relationship between specific supervisor characteristics and overall satisfaction with supervisors as perceived by the employees (Gómez et al., 2001; Samprit et al., 2012). However, there have been considerable debates on whether such HR policies or practices actually increases positive employee outputs in terms of increasing employee commitment levels towards their organizations and to their jobs or careers (Chaudhuri 2008, 2009a).

In this paper linkages between performance work and some negative effects like job intensity and increasing stressful working conditions in Romanian organization have been explored through employee perceptions. On this background, authors try to answer the questions: How Romanian employees perceive the effects of supervisor performance feedback as a system or bundle relate to different forms of employee satisfaction? Secondly how the effects of employee job performance affect the different forms of employee commitments?

The managers must know that the function of creating value is and will continue to be, the main condition of every productive organization’s survival. However, taking into account the working conditions, to have value, any organization must look, generate, share and apply to knowledge functions that instead of deriving from technical capital, to develop from an environment where human resource plays a central paper. This research also provides new data and empirical evidence on how employee satisfaction dimensions affect supervisor performance in the Romanian Small and Medium Enterprises (SMEs). As the paper unfolds arguments regarding such linkages have been theorized and hypotheses have been proposed. Several statistical tools have been used to analyze the problem and to provide supports to the hypotheses. In the end a discussion on the findings with limitations is drawn to justify both academic and managerial implications of this paper.