

TEAM CONSOLIDATION BY DEVELOPING WELFARE AT WORK

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Abstract

The development of welfare at work should contribute not only to strengthen the company's position on the market. Maybe before measuring the economical results we should first analyze the social consequences of a microeconomic policy supportive of all the elements of good practice conducive to employees. Environmental aspects (inside or outside the company), which affect the workers' current behavior, should be interpreted. It is the case of the actual conditions on the world market, as well as the state of things among employees' needs: job security, new aspirations for wage and personal development; professional entourage: complexity, uncertainty, lack of flexibility, fluctuation...The most pressing element of the employees' welfare is the research of: the work psychopathology; the psychoactive substances at work; the stress causes and manifestations, exhaustion, sleep disorders, but also behavioral; strikes, conflicts, crises, bullying and violence, harassment and sexism...To opt for a leadership where understanding and helping employees is a must also means having an interest in generalizing the state of health among employees, and this is reflected in their high quality of life.

Keywords: welfare at work, employees' behavior in team

1. Introduction

The Romanian economy in recent years faces many situations where specialists leave their jobs, either because of low wages or for better working and life conditions. If their movement would be made towards companies that recognize their skills and performance, it would not be a loss for the economy. Unfortunately, they migrate. They cannot be blamed, because everyone has a life and is bound to live it in the best way possible for themselves. But, for the society, the investment made in educating and training them is not recovered. This phenomenon is not peculiar to our country, but the Romanians who live and work within our national borders should be concerned of this fact for many reasons, with short, medium and most of all long term consequences.

In the recent years, international migration flows have increased significantly worldwide due to globalization. A significant percentage of the total number of migrants is composed of highly skilled workers. Although the studies for this type of migration date from the 1970s, the concept of "highly skilled migrant" remains hazy, difficult to define. The 2005 Report of the Global Commission on International Migration concluded that even the traditional distinctions between skilled and unskilled workers is, in some respects, of no utility, proposing the term "essential workers" [1]. At international level, skill levels can be defined either by the level of education or through the occupational level. The main classification systems used are the International Standard Classification of Education (ISCED) adopted by the United Nations Educational, Scientific and Cultural Organization [2], respectively the International Standard Classification of Occupation (ISCO), adopted by the International Labour Organization [3].

To assess the level of qualification, at the European Union the recommendations in the Canberra Manual are applied, a manual developed by the Organization for Economic Cooperation and Development (OECD) in 1995, which combines the education and the occupational skills. The

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term used to describe highly skilled persons is that of “human resources in science and technology”, agreed also by Eurostat, which uses it in comparative analysis [4]. This category includes people who have completed education at tertiary level for a particular specialization which leads to obtaining a university/post-university degree or equivalent, and even though they do not hold the above mentioned qualifications, they have a job that normally requires them. The concept of science and technology is broad and includes, in addition to the natural sciences, engineering and technology also medical, social and human sciences. Migration of highly skilled labor is inextricably linked to the level of technological and economic development policies.

Macroeconomic concerns are more or less saving. What happens in Romania is not conducive to retention of workers, on the contrary. If guidance from the highest ranking officials was to be followed, people should leave the local labor market as soon as possible. However, there are entrepreneurs who are keen not to close down businesses. Certainly many were bankrupt, some reoriented, bankrupting their own businesses and committing themselves to other employees. Regarding the public system, let us not remember the iniquities “implemented.”

The analysis of the study focuses on an economy with logic functionality, regardless of difficulties, but in any case, within the normal and natural rules of common sense, based on knowledge, competence of the decision factor, accordance with the international or community laws etc. In the system of competitive economy, any valuable manager, aiming at high performance levels, is forming a well qualified team, being constantly concerned to motivate, retain, train not only in the actual activity, but also in the decision making – on different hierarchies. Perhaps most important, is to really know it, understand it, support it and to contribute to its development, not only of the business. Therefore, the human being is seen as a complex entity, bio-psycho-physiological being, involved in collective work, where it communicates, gets stressed, enters into conflicts, has a standard of living and working, with needs and aspirations... Quantify them, as restrictions on the results, strengthen the team, orienting it towards performance.

2. Literature review

The collocation “brain drain” defines the “loss of intellectual and technical labour force through the movement of such labour force to different and more favorable geographical, economic and professional environments” [5]. In Anglo-Saxon terminology the collocation means “the migration of educated people or specialists from a country, economic sector or fields to another, for better remuneration or living conditions” [6].

The word “brain” represents in general, any qualification, competence or superior intellectual quality, while “drain” suggests that the output rate is higher than desired. In the special literature also other types of migration flows are described, implying the highly skilled labour force, which differs from the “brain drain” phenomenon, respectively “brain over flow”, “brain export” and “brain exchange.” The “brain over flow” may be determined by the over production of highly skilled labour force, the low employment rate of those who make up this category of labour, lack of adequate jobs etc. On this background, highly qualified persons migrate, being absorbed by the external labour market.

The operation of an educational system uncorrelated with the labour market, where the necessary qualified labour force is not adequately planned, results in a surplus of skilled labour that cannot be absorbed. High percentages of unemployment among people with higher education are recorded in many countries: Columbia, China, South Korea, Philippines, India, Iran, Nigeria, Pakistan [7].

The “brain export” refers to those situations where the countries of origin invest in those segments of highly qualified labour force by the export of which the gains can outweigh the costs. The market price of high-skilled labour generally covers the private costs of education, but not the social ones. Usually, the “brain export” is mutually beneficial for the country of origin and that of

destination. Some states, that cannot absorb their own human capital (such as Barbados or the Philippines), deliberately prepare highly qualified labour force for export.

The “brain exchange” is a form of “brain drain” in which are made mutual transfers of researchers, students or other types of highly skilled persons, in order to achieve mutual benefits in terms of knowledge, expertise, training. In this case, migrations are a temporary phenomenon, and “brain loss” is offset by “brain gain.” [8]. Connected to the concept of “brain drain” is that of “brain waste”, used to describe highly skilled labour force wasted in case these migrate to countries of destination where their qualifications and previous experience cannot be used. [9]

Recent studies have introduced specialized language term “brain circulation”, which describes the cycle of movements abroad for studies, occupying a job position in the same country where they graduated and return to their country of origin, at least with the same social status to be waived at [10]. “Brain circulation” is a positive form of migration of highly qualified people, as it promotes the spread of knowledge.

The concept of “brain return” refers to those situations in which highly qualified people studying/working in another country, return in the country of origin after longer or shorter periods of time.

In what concerns the opposite process, of attracting and retaining the human element in the organization, as a capital, possibly intelligent capital [11], the special literature has developed welfare to work [12], favorable to stimulating the individual to over exceed himself in creative actions [13]. Sociologists have long before economists agreed that the standard of living leaves its mark on employment outcomes and quality of life is conditioned and conditions on its turn, individual’s state of health and its ability to work to its full potential – Baltatescu, S., Marginean, I., Vlasceanu, L., Zamfir, C., and E.

3. Theoretical background

3.1. Brain migration

a. Preliminary considerations

Migration is considered one of the defining global issues of the beginning of the millennium, due to the fact that today the phenomenon affect more people than at any other time in human history. Migration is an inevitable component of vital importance to economic and social life of each state. Complex social phenomenon, international migration affects every country in the world, in their quality of state of origin, transition and/or destination.

Among the contemporary global trends with impact on migration are: demographic evolutions; economic disparities between developing and developed countries; trade liberalization, which requires a more flexible labour force; communications networks, linking all regions of the planet; the economic downturn (temporary recession).

The dimensions of the phenomenon of migration are impressive and growing. According to data from the International Organization for Migration, at world level there are 192 million people living outside their country of origin, representing 3% of world population. Basically, one of 35 persons is a migrant [14]. If they live in one place, migrants would be the fifth country in the world taking into account the total population.

While between 1965 and 1990 the number of migrants increased by 45 million (annual growth rate of 2.1%), annual growth rate today is 2.9%. Analysis of the phenomenon is hampered by the fact that migration statistics are not regulated internationally. At EU level, for example, it is governed by a series of voluntary agreements between Eurostat and specialized institutes of the member states. In the summer of 2007, the European Parliament and the Council adopted Regulation 862, as a step toward achieving accurate and harmonized data on migration. In terms of net migration in EU – 27, it ranged from 2002 to 2007 between 1.64 and 2.03 million annually. Expressed as a

percentage of the total population in 2007, immigration has provided 0.39% of the total population of the member states [15].

According to a study conducted in 2000, of a total of 59 million migrants in OECD member states, 20 million were highly skilled. Demographic analysis showed that between 1990 and 2000 the growth rate of the level of skilled migrants in the countries concerned, has been uneven, skilled immigrants were 2.3 times more numerous than those unskilled. One of the few studies analyzing the evolution of long-term international migration between 1975 and 1995, showed that highly skilled emigrants from 223 nations had as countries of destinations Canada, USA, UK, Germany and France. Basically, almost 85% of skilled immigrants live now in the six countries mentioned above. If in 1990 the total number of immigrants with tertiary education registered in developed countries was of approximately 9.4 million (representing 41% of the total immigrants) in 2000 there were 14.7 million immigrants in this category (representing 44% of total). The most significant increase of highly skilled migrants were registered in states located in some of the poorest regions of the worlds: Latin America and the Caribbean (97%), Asia (84%), Oceania (69%) and Africa (113%) [16].

The term "brain drain" was first used in a Report of the Royal Society in London, made in 1963. The researchers of the renowned scientific fellowship surveyed more than 500 heads of higher education departments concerned about the emigration from Britain of a significant number of scientists in a period of only five years (1959-1963), including nine members of the Royal Society. The responses showed the permanent migration of approximately 60 scholars a year, a significantly high percentage being registered in the case of Ph.D. in the five years period (140 per year, representing 12% of the those acquiring this title) [17]

The emigration of intellectuals, especially from Europe to the United States of America, was thereafter the subject of several investigations that will lead to the establishment of "brain drain" in academic language. In what concerns the reverse phenomenon, namely immigration, in the United Kingdom this shall be done also though a report of the same scientific fellowship entitled "Migration of scientists to and from Great Britain", published in 1987 [18]. Study, conducted both in universities and research institutions and industry on a 10-year interval, identified an annual average of 74 emigrants in the university sector, while the number of immigrants was of 556 academic, during the same analysis, of which 140 were British. At that time it was concluded that the "brain drain" phenomenon, although it had low proportions, was continuing to pose a concern. A third study, conducted in 1993 by the Royal Society, entitled "Migration of scientists and engineers in 1984-1992", confirmed, to a larger extent, the conclusions of the previous study. [19]

More recent studies conducted in Great Britain revealed that between 1995-2006 immigrant flows predominantly academic have exceeded those of migrants, registering a 1.4 input to one output, with a fall in the trend in the last part of the period. In recent decades, in the special literature the subject was analyzed in terms of the negative impact on the countries of origin of the highly skilled migrants.

Statistics for the years 1960s-1970s showed a consistent flow of highly skilled migrants from developing countries to the developed ones, due to rising demand for migrants in this category, coupled with the decreasing availability of those on the labour market. Migration trends have been considered a serious treat to the economic development of poor countries, bodies such as the United Nations Conference on Trade and Development (UNCTAD).

Economic and political changes of the 1990s have induced significant effects in terms of migration flows of highly skilled people. On this background, there will be a considerable increase in highly skilled labour migration from Eastern Europe to the United States of America, Canada and countries in the Western Europe.

Although incomplete, the statistics give a relevant image of the phenomenon. Only in 1990, approximately 40,000 people with higher education emigrated from Yugoslavia (nearly 10% of all migrants). In 1991 at least a million polish people, especially youngsters with higher education have migrated to Western Europe (with favorite destinations UK and Ireland). The same countries of

destination were chosen by highly qualified emigrants from Lithuania, after joining the European Union.

The biggest losses caused by the “brain drain” were recorded by Albania, estimating that 40% of the intellectuals of the country before 1990 opted for emigration.

There were also situations of control of the phenomenon, the best policies of preservation and significant return of intellectuals being applied by Croatia, by strengthening the university system and granting consistent scholarships. After joining the European Union, Serbia invested considerable resources in restructuring the higher education, significantly reducing migration of highly skilled labour force.

b. Causes and determinants

One of the most common explanatory theoretical models of migration is the push-pull theory of Lee Everett (1940), according to which migration is determined by the action of certain economic, social, political, cultural, environmental etc. factors, which carries on the migrant rejection (push factors, pertaining to the country of origin) and attraction (pull factors pertaining to the country of destination). In the first category are: insufficient jobs, lack of opportunities, “primitive” living conditions, political/religious constraints, diseases, natural disasters, threat of death, slavery, pollution, lack of housing conditions, unable to find a life partner. The second category can include: job opportunities, better living conditions, political/religious freedom, education opportunities, better medical conditions, personal security, family ties, increased chances of finding a life partner.

Push-pull approach can be used to analyze factors that determine the phenomenon of “brain drain.” This, the rejecting category includes underemployment, economic underdevelopment, low incomes, political instability, overproduction, little utilization of highly skilled persons, low opportunities for scientific research, discrimination in professional promotion, unfavorable working conditions, the desire for superior qualification and its recognition, high expectations in terms of career. Pull factor include: better economic prospects, higher income, increased living conditions, facilities for research, efficient education system, prestige conferred by training made abroad, better working conditions, increased employment opportunities, incentives etc.

b. 1. Economic factors

In general, in the special literature two economic factors involved in the decision to emigrate are described. The first is the remuneration gap, in real terms, between the country of origin and that of destination. The existence of such significant differences in labour remuneration for comparable activities in terms of job content and training is regarded as one of the key drivers of migration motivation. The second factor is the degree of probability of finding a job in the country of destination, within a reasonable time horizon.

The majority of those with high qualification opt for practicing abroad because that will bring significantly higher revenue compared to what they would receive in their country of origin. Generally, between the level of education and that of incomes there is a substantial correlation. Although there are individuals with a high level of education with low earnings, as well as persons with a lower education level with higher incomes, the overall level of education and income are highly connected.

The difference between the wages in the country of origin and destination correlates usually with the real GDP per capita, indicator considered a determinant variable of international migration in Europe, especially for highly skilled labour force [20]. In the case of the “brain drain” from the underdeveloped countries to developed ones, an important role is held by the uneven development patterns and the disequilibrium between demand and supply of labour force. In the developed countries the population growth rate is low, education is more expensive and the technological development requires a highly skilled workforce, for which demand is often greater than what is available.

Even if it has a special importance in the decision of migration, economic factors do not cover all possible reasons of the phenomenon.

b. 2. Socio-professional factors

Some authors have stressed the fact that dynamics of highly skilled migration varies by occupation. Pull factors and rejections causing migration are different depending on the migrant's occupation: manager, engineer, technician, scientist, entrepreneur or student. Thus, while a scientist may wish to migrate to fulfill its scientific curiosities or to receive the financing required by the respective research, an engineer may be motivated primarily by wage conditions on the labour market [21].

Similar research has shown that in the case of scientists and researchers, the decision to migrate is determined by factors such as overall structure of national systems of innovation, the quality of the research infrastructure, financial support for academic research, the prestige of universities and research institutes, employment opportunities in innovative sectors, the perspective to have a successful scientific career, access to advanced scientific equipment [22].

b. 3. Political factors

Educational policies of the countries of origin have an influence on the brain drain. Subsidization by state of tertiary education is leading either to a considerable increase in the number of graduates, over the capacity of the labour market, or to a decrease in the education quality, where the financial resources allocated by the government are insufficient. Both situations encourage the best graduates of higher education to migrate abroad in order to benefit from training opportunities qualitatively superior or from jobs according to their formation. The experience of being a student abroad increases the likelihood of later becoming a skilled migrant.

Migration of highly qualified individuals is influenced to a high extent also by the migration policies of the countries of destination. In countries like USA, UK or Canada, the absorption of highly skilled labour force through migration is an integral part of the effort aimed at maintaining the economies' global competitiveness.

Since 2002, the British government initiated a set of measures designed to determine the highly qualified people to immigrate to this country, the Highly Skilled Migrant Programme, one of the most accessible immigration programs in Europe. From 30 June 2008 it was replaced by Tier 1 visa program (General), which allows highly skilled individuals who meet a minimum score (75 points) given for a set of specific criteria to immigrate to the UK without any sponsorship from an employer. This category includes physicians, scientists, engineers and other university graduates. The criteria considered are: qualification (degree 30 points Masters – 35 points PhD – 50 points), previous income (score may vary from 5 points to annual incomes between 25,000 and 29,999 pounds to 75 points for income over 150,000 pounds), age (under 30 years – 20 points, 30 to 34 years – 10 points, 35 to 39 years – five points, over 40 – 0 points), experience in the destination country (obtaining income or previous qualification in the UK – 5 points), use of English skills (proof of a standard level of knowledge required – 10 points), the capacity of upkeep (keeping a minimum amount in a bank account a period of three months before application, to prove ability to support the applicant/any people dependent on it, respectively 800 pounds for applicants from inside the UK and 2800 pounds for those outside the UK territory – 10 points) [23].

In Canada operates a similar system, Canada Skilled Worker Immigration. The minimum score of 75 points was reduced to 67 points from September 18th, 2003, in order to increase the applicants' chances of being accepted as immigrants. Visa criteria are: education (university studies – between 15 and 25 points, certificates/non-university diplomas – between 5 and 22 points); ability to use French and English (maximum 24 points possible, depending on the performance of speaking/listening/reading/writing, of which 18 for the first official language and 8 for the second); work experience (maximum 21 points possible – 15 points are granted for one year of experience in a

skilled profession and 2 points for each additional year); age (maximum possible 10 points awarded for category 21-49 years); adaptability (maximum 10 points). As with Great Britain, to the mentioned criteria an additional requirement is needed, that of a minimum amount for upkeep, which varies from \$ 10,168 for a single person to \$ 26,910 for a family of seven people [24].

As for the United States of America, they represent the main pole of attraction for highly skilled labour. Approximately 40% of the adult population born abroad has a tertiary education level. Since 1952 U.S. authorities granted temporary visas for highly qualified people. The 1990 Immigration Act defined the categories of highly qualified people and set several distinct categories of visas that may be granted to them. Since the early 1990s, over 900,000 highly qualified people, mostly IT professionals from India, China, Russia and some OECD countries (including Canada, Britain and Germany) have migrated to this country under H-1B visa program, aimed at researchers, specialists in information technology, social, natural and exact sciences. Number of visas in this category has increased gradually, with now 195,000 annually [25].

c. Romania's situation

Although there are no official statistics to reflect the exact number of Romanians working abroad, the approximate number (2 million) leads sociologists to speak of a national phenomenon by size, implications and the geography of the flow origin. The first estimations of the emigration of Romanians have been made in the early 2000s.

The problem of immigration ("euro-commuters") is complex. Since 1989 over one third of households (two million and a half) had at least one member abroad. 10% of the Romanians aged between 18 and 59 years old have worked abroad during the transition [26]. In the first stage (1990-1995) the main countries of destination for Romanians were Israel, Turkey, Italy, Hungary and Germany. In the second stage (1996-2001) Canada, Spain and the USA were added. After 2002, with free circulation within the Schengen area, the Romanians concentrated on Italy (50% of all immigrants) and Spain (25%).

In 2008, one of six Italian immigrants came from Romania (1 million). In Spain, in 2008, the Romanian immigrants ranked first as number out of the total of 5.2 million, they were 730,000, a quarter of which in the Madrid region.

Studies on "brain migration" in our country are extremely rare. Data provided by specialized publications issued by the National Institute of Statistics provides information on the structure of migrants by level of education, correlated with other socio-demographic indicators, allowing some conclusions about the migrations of highly qualified people.

In the net migration between the two censuses (1992, 2002), the balance was inclined toward the people having the most fertile age, between 20 and 40 years old (62%) and people already formed, with a working potential and innovation higher than that of other age groups.

Higher education graduates, considered "brain drain", represent between 10 and 12% of the total migrants. Their decision to migrate is determined by the difficulties on the labour market in finding an adequately paid job, as well as the increased mobility of this category, whose elements see in emigration an option to succeed [27].

Between 1990 and 2000, from Romania emigrated a total of 36,117 highly educated people, of which 19,012 women and 17,015 men.

Regarding the distribution of migrants with higher education by age, in the same period, 57.4% were aged between 26 and 40 years, 17.5% between 41 and 50 years, 11.6% from 51 and 60 years, and 16.6% for people over 60 years.

Destinations of Romanian immigrants with higher education between 1990 and 2000 were Canada (54.4%), USA (15.95%), Germany (5.3%), Hungary (4.7%), Italy (3%), France (2.6%), Israel (2.3%).

Distribution of occupational categories of migrants between 1990 and 2000 is as follows: engineers and architects - 19.122, physicians, doctors and pharmacists - 4466, economists - 4937, other professions - 7592.

Among the few groups of occupations for which statistics are available, the most noticeable increases were recorded between 1995 and 2004 among engineers and architects (from approx. 8-9% to 12-14%), teachers and economists (3-5% at the end of the period), technicians, doctors and pharmacists (3-4%) [28].

The latest figures from the National Institute of Statistics on temporary external migration in 2008 indicate a total of 8739 migrants, slightly down from the previous year (8830). In terms of education, 33.2% had higher education and 41.2% secondary and post-secondary studies.

Most immigrants with higher education chose as countries of destination, in 2008, Germany, Canada, USA and Italy.

Age distribution of migrants with higher education is as follows: 914, between 30 and 34 years, 618 between 35 and 39 years, 471 between 25 and 29 years, 380 between 40 and 44 years, 189 between 45 and 49 years.

Among male migrants with higher education, the majority were aged between 30 and 34 years (332) and 35-39 years (242). A similar distribution was recorded in terms of female migrants (582 in the first age group and 376 in the second) [29].

Migration on age structure shows considerably more pronounced tendency to leave of the working-age people, who enjoy increased opportunities for professional development.

The highly skilled labour force involved in the migration movement includes, therefore, mainly, persons aged between 25 and 40 years old, with skills in science and technology and to a lesser extent in education and health [30].

Without minimizing the role played by the economic motivations in the decision to migrate, ultimately it depends on each individual's system of value, ideas, preferences, expectations and available resources, i.e. its financial, educational, professional and cultural capital.

Apparently, the following question emerges: And what does brain migration has to do with welfare at work, which strengthens the team? The short answer is causality – if the collective welfare in an organization is not reached through internal efforts or national regulations for all organizations, people emigrate.

3.2. Welfare at work

For every employee, welfare translates in [31]:

- An environment of functionality, a harmonious relationship within the organizational structure (both horizontally and vertically), more autonomy in carrying out the working activities, a moderate level of pressure and stress, and interesting and challenging work content;
- A constant desire to better balance the personal life and the professional one, by reducing the working time in favor of the free time, in order to rebalance the lifestyle;
- An efficient use of the skills, which allows prospects of a career, material and moral recognition of efforts and work effects.

In general, welfare at work is conditioned by the education and training level of the individual, but also by the remunerations he/she receives. We do not intent to show here the anomalies in the Romanian organizations – private, but most of all public ones. However, work duration leaves a mark on the fecixurity degree of the employee (it is again necessary to remind the need to present things as they are normal, and not as they are in our country).

The concept of welfare is closely related to the quality of life. The standard of living [32] is based on the living conditions, but also on personal aspirations. If the manager understands where the team members are positioned and knows how to provide for them natural, human, social, cultural and educational environments, but also the proper resources, then he/she will be able to mobilize the team

towards efficient activities, which, at individual level to materialize in a better life style. Specifically, we speak about the subjective and objective methods of assessment of the living standard. The individual, subjectively, is concerned about a rise in one's career, which will ensure a growth of income, working time, prestige, quality of life through access to other type of services, of a higher level. And the society, objectively, requires education, training, wishes to meet, namely mobilization to create.

Welfare at work is protected [33] by the legislation regarding the occupational safety and health. Personal hygiene, leisure, dining first aid and others no longer represent union claims. Group welfare protection services usually are in the form of access to the canteen, sports clubs or social clubs, as well as the organization of activities such as rituals and traditions.

There are also benefits offered, voluntarily, under the specific activity of the organization, but in order to maintain the employees' wellbeing – providing periodical free dental checks, medical check-ups beyond what the occupational medicine services offer, cosmetics, manicure, hairdresser.... Regarding the employees' safety, health and welfare within the organization, most elementary rules are laid down in legal regulations, at a minimal level; managers can extend these facilities, as seen before, if they take into consideration the employees' psychological comfort.

But most visibly, for the workers, is welfare through the pay system or contractual provisions for exceptional cases of family or job problems, illness or death.

Is it much? Is it little? It is enough, if it meets the people's needs. Money invested in their welfare is multiplied within the work results.

4. Managing discomfort at the workplace.

Basically, discomfort is not determined so much by crisis and conflicts, as it is by stress. Without discussing in more detail the elements which define and generate discomfort in the team, we should try to establish a change in the ways to overcome such situations.

What it is done in the management of discomfort? In practice, very little.

Crises and conflicts are apparently solved, because regardless of the communication and negotiation skills, words and deeds already done cannot be simply deleted. The play on words between "forget" and "forgive" is a trick – I forget, but I don't forgive or I forgive, but I don't forget. In reality, it is neither forgiven, nor forgotten. And stress, once installed it permanently changes the neurological structure of the person in question.

- **What to do, then?**

It is for the manager to carefully monitor the interdisciplinary relations among team members, providing them permanently with the right assessment tools, trainings, leaderships profiles, job rotation, transfer between countries for certain level managers...

- **What else could be done?**

Essentially, fighting discomfort at the workplace [34] is the preservation of health. "Health is a fully favorable condition physically, mentally and socially and not merely the absence of diseases or infirmities" (OMS, 1945). Subsequently it was added "the capacity of having a social and economic productive life."

In a holistic approach, reducing discomfort is adopting a healthy lifestyle, maintaining a balance between work and life conditions though:

1.1 **education** (strengthening self-esteem, positive thinking...). Family education is completed in any of the formal, in school, informal and non-formal environments.

1.2 **energetic recovery** (healthy diet, exposure to natural lights and fresh air; outdoor exercise; self-impose and respect a rest through sleep program...)in fact, almost everyone has heard or learned once, but fail to remember:

- a) **A work-appropriate nutrition is provided by:**

- Substances necessary to daily consumption (50-55%), protein (15-20%), unsaturated fats, fibers, vitamins, minerals and plenty of water (2l/day) – precisely because of its properties and features [35] (“water is life,” part of the body; structural role and water balance; lubricant and emollient; thermo regulator, washing agent, tempering, transport; role in digestion; prophylactic and curative factor through hydrotherapy);

- Vegetables, fruits and cereals (60% of the daily menu);
- As much fresh food as possible, without additives and preservatives.

b) Exposure to natural light and fresh air [36]:

b. 1. **Light** has been defined over time though photons, a wave-like flow, a complex of electromagnetic radiations, UV radiation (A – long, B – middle, C –short), visible (40% of those reach the earth’s surface) and infrared (calorific value), cosmic rays, Y rays, X rays etc. Light effects are multiple: photochemical and photosensitive (sunburn, hives...); bactericides; antirachitic; physiological and psychological characteristics of colors; biochemical and metabolic; on blood components, circulatory, biochemical and metabolic apparatus; on the endocrine glands and nervous system as well as on the skin.

b. 2. **Clean air** is invisible, necessary to life; it presents negative ions recommended in arotherapy and so necessary in case of pollution.

c) Outdoor exercise through: walking daily and jogging as much as possible; giving up the comfort of the elevator, the car (in exchange for the bicycle, for example), the conveyor...; walk in lunch breaks or between activities; rediscovering sports in parks or in special equipped gyms; dance classes; hiking; or any other physical activity.

d) Self-impose and respect a rest though sleep program – 8 hours work + 8 hours other activities + 8 hours sleep. Even in the case of insomnia the body should be provided with an horizontal position on the bed, eyes closed, unless there is a possibility of having a who hours sleep or rest in the afternoon...

d. 1. Rest, as the existence’s universal force, essential health factor with extended utility, is opposed to fatigue caused by prolonged work or exercise (hypotonic fatigue), labor or intellectual effort (hypertonic fatigue) or insufficient sleep.

d. 2. Sleep, as a restorative period for the body, characterized by the suspension of waking, can be slow – up to 80 minutes, paradox – of approx. 10 minutes (REM – rapid eye movement), insomnia (symptom and disease) or dream.

1.3 Adopting preventive behavior, such as: diminish/eliminate smoking; reduce/eliminate alcohol consumption; avoid crowded public places or with a high risk; use of safety belt in car, motorbike helmet, knee protection, armrests and other protection equipment.

Of course, one can draw a “map of the mind”, by which to diagnose what is healthy and recommended to be kept (raw food and less processed, water consumption, time for oneself and self-respect, happiness and passions in life...), what is harmful and desirable to be removed (alcohol, tobacco, drugs of any kind, plants, coffee – in excess...); what is better to adopt if not yet in one’s behavior.

The incredible body regenerative capacity can fulfill its function though a series of complementary therapies [37]:

- To improve lifestyle: naturopathy, relaxation, visualization, meditation.
- For a state of wellness: Alexander technique, Tai Chi, Chi King.
- Natural: homeopathy, herbal medicine.
- Touch: massage, Shiatsu, aromatherapy, reflexology.
- Yoga.

- Through arts: dance, painting, music, sculpture.
- Through manipulation: osteopathy.
- Mental: healing, psychotherapy, hypnotherapy,
- Oriental: Ayurveda, Chinese traditional medicine, acupuncture.

Conclusions

A somewhat detached analysis, or at least unbiased, of the homogeneous compositions of the performance of a team cannot be carried out strictly from the economic or sociological point of view. A wide range of psycho-physiological determinants have already been discussed in detail or only mentioned. Maybe we should start from a new vision, another understanding of reality:

- Nothing, except laws, is mandatory, but advisable.
- “You don’t have to, is good to”....
- Life lived intensely, fast-paced, with concerns, shortcomings and worries stops people from thinking about themselves, about their needs, their pleasures, their aspirations, their ideals...
- Forgetting one’s self leads to fatigue, illness or extra pounds, motivation disappears, as well as the energy and joy of living.

We can no longer afford not to understand the need to encourage the change in the existential paradigm, by adopting a different approach to causation and effects of phenomena, especially by simplifying our existence – for instance, reducing the daily number of needs (from the 11,000 the modern man has).

Regardless of their professional profile, any person should know, not just a good manager, that adopting a healthy lifestyle in harmony with nature, can influence genetically a person. “Living healthier, eating healthier, exercise and love stimulates the development of brain cells, disabling the disease-generating genes, turning them into beneficial ones” (dr. Dean Ornish, president and founder of the Preventive Medicine Research Institute of Sausalito, California, in a recent TED conference in Monterey).

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