

REAL JOB VS IDEAL JOB (QUALITATIVE STUDY IN A COFFEE SHOP)

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ABSTRACT: *Job satisfaction is a multilateral whole and this is proven by the multitude of factors that influence it. People do not work to make a living, they do it because they feel the need to do something productive.*

Job satisfaction is a very important factor in motivating an employee and is determined by the employee himself. It determines a certain performance related to personality traits, motivation, mental health and integration, all of which lead to a stability that the individual achieves when he or she fully meets conscious or unconscious needs or expectations.

The present study aims to observe the most useful methods and techniques for motivating employees and to demonstrate the factors that motivate young people to keep a job.

Keywords: *job satisfaction; satisfaction and performance; management and leadership;*

1. Introduction

In today's society there is a major concern to increase the efficiency, not only the economic efficiency of work, but also its human efficiency in order to increase job satisfaction.

If the reward is equal to his expectations, we can talk about full satisfaction, the person will be satisfied and will not be tempted to look for another job, then normally he will have a maximum return.

There is a close link between motivation, satisfaction and performance that cannot be denied, however it is seen. Motivating employees to improve the services they provide is an important part of HR work. It is important to have a relationship with our superiors so that employees are well served and thus motivated and satisfied.

"It has been proven that management and leadership are essential in achieving the performance and success of organizations, regardless of the field of activity in which it operates." (Ielics, 2018, 56) In this study, the aim is to establish certain ways of employee motivation and satisfaction and to interpret the factors affecting employee satisfaction.

As the target audience, we selected employees from two well-known cafés in Timisoara. The use of these motivational and employee satisfaction methods leads to the qualitative development of the organisation by attracting young employees and retaining them for as long as possible.

The study looks at all possible measures of improvement, including the satisfaction and motivation of young employees and how they affect or can influence companies in Timisoara in the near future.

2. Theoretical framework

"Organizational behavior is directly concerned with understanding, predicting and controlling human behavior in organizations" (D. Cismaru, 2008, 75)

People are an important quantitative mass for organizations. Human resources can differentiate a company that is competent or incompetent. That is why managers need to hire competent people for the right job. Managers have the responsibility to analyze the intellectual capabilities, emotional as well as competitive characteristics of the employee. (Zlate, 2008, 459)

Organizational behavior is the study of the performance and activities of individuals and groups within an organization. This field of research studies human behavior in the work environment and determines its impact on work structure, performance, communication, motivation and leadership. (Cismaru, 2008, 102)

By job satisfaction we can say that sometimes we move from a positive emotional state resulting from employees' opinions of their work or work climate, a state of equilibrium that the person reaches when responding to a series of needs, or conscious expectations and through this the individual can target different aspects.

Therefore these aspects can be related to salary and material benefits, promotions, recognition, working conditions, co-workers, organizational politics (Chelcea, 2004, 64).

Job satisfaction is an equilibrium that the individual reaches when he or she responds to a series of needs, or conscious or unconscious expectations (Manolescu, 2001,89).

3. Methodological framework

For the present study we have chosen qualitative research, using semi-structured interviews, through which we can observe experimental situations. A special attention is paid to the analysis of words, a real performance of understanding, looking in detail what will happen in the future of employees regarding their satisfaction and motivation at work.

The interview is a way of finding out through the qualitative method, which is universal in the socio-human sciences. As far as the interview is concerned, as a method, the interview guide is used as a data collection tool (Popescu, 1978, 201).

In the present study, people from a company are interviewed to share experiences from their life at work, relating about each person they consider to belong to a real job or an ideal job.

We can use the interview, it offers several advantages such as providing control over the sequence of questions, with positive consequences on the accuracy of certain answers.

The overall objective is to identify employee perceptions of job satisfaction and motivation.

A number of specific objectives follow from the general objective: to identify motivations for working in the field in which they work; to compare motivating factors in the workplace from the point of view of working employees; to determine and identify solutions based on motivation and job satisfaction.

The recording of the interviews took place in companies located in coffee shops in the city of Timisoara. In these cafes people want to serve coffee, however they can inspire crafts and stimulate innovation in their drinks. It is surprising how you feel when you enter a welcoming café and what a good impression it can give you just to enjoy a coffee in a very short time.

Depending on the hierarchical position in the organisation: status manager, assistant manager, product manager, barista, interviews were conducted as a sampling method.

4. Research results

Interviews were conducted face-to-face, thus obtaining more accurate results than an interview conducted over the phone or in a video conference. The length of time was more accurate according to the availability of each interviewee managing to reach all the proposed questions and finding out exactly what I had proposed.

Employees need to adopt an active style of learning and determination, be fully engaged in their work and accept new challenges that arise from day to day. Given today's economic climate, an individual needs to know their strengths and how to manage their weaknesses very well.

In order to avoid conflicts in the organization, managers encourage employees to talk openly about their needs and especially to help each other.

The interviewees are aged between 20-48 years old, most of them have secondary or higher education.

The items in the interview were structured according to several discussion themes, which can be found below in the interpretation of the results.

4.1. Reasons for working in the current field

Many of the individuals do not work for some reason in the field in which they graduated from higher education. Thus, in the item "What were the reasons that led them to work in the current field", the interviewees had the following answers: M.V. "being a loyal customer" believes that this helped her to make friends with the employees from the very beginning of joining the company.

Other reasons that made them choose this job were, among others: flexible working hours, favourable working environment, young staff. Thus, I.G. says: "being a student, the flexible working hours are a major advantage because I can also attend university courses and come to work easily". Another advantage would be the "young staff" (I.G.) who are in this company, motivation is not very high, because they have been in the company for a short time, and this shows that they do not have a high level of knowledge at work. Getting to know colleagues and spending a lot of time with them outside working hours, for the I.I. where she works it is a "very cool working environment". Having people she knows at work has helped her integrate easily.

L.M., although he does not specify more reasons, we can say that the two are enough, being on a product manager position he has professional training and experience for this job: "I have experience and a financial

position".

For V.P. the fact that she has worked in this field before has led her to return to this café with a desire to put her skills to good use and certainly to move on to a better paid position "I have worked in this field before". B.C. states that "this job satisfies her", according to the fact that she has had other jobs, we note that this job has led her to stay in the company even if she does not consider it an ideal job.

The second question in the interview guide asks "What made them choose this field most". I also want to identify their satisfaction with the quality and level of tasks assigned by both the company and the café management.

With reference to M.V.'s workplace, the freedom to plan personal life events can be easily carried out "I was most determined by the fact that people seemed very open, a relaxed workplace where I can make my plans as I want". For a student who is employed on a part-time job, bonuses are a major financial advantage, with all the bonuses offered job satisfaction is much higher: "I can benefit from certain bonuses prizes and competitions" (I.G.)

For S.C., first impressions count a lot: "entering the café for the first time, I saw my colleagues happy, smiling, I saw them having a very positive vibe" which puts a high emphasis on the satisfaction that employees reflect.

Looking at the job from the outside and from some sources of information B.C. says that "it's a new opening, a new socialization and meeting new people" therefore this field is new and attractive to outsiders.

A similar thing we can observe in C.P. "a place where you communicate with people, I'm a very open person and I like to meet new people all the time" this personality style we also met in another interviewee, where there really is a need for effective communication.

C.P. and B.C. say that "I really enjoyed working with people, interacting with them"

these people have the right skills for public speaking and especially in management and marketing "I find myself in this and it's a very ok job" they also like what they do and are attracted to this type of work.

The third question refers to "How do you see this job, as a real or ideal job for you?", so we can see what are the real performances and how employees are motivated to stay in the company for as long as possible (salaries, bonuses, promotion possibilities).

The first answer was given by M.V. "I don't see my current job as a real job, because in principle it is not what I want". she is not passionate about what she does at this job, on the contrary, she feels that in the future she will change her job.

I.G. being a medical student has nothing to do with what she is doing at university, especially with the field she is in, but she says: "it is very profitable and very suitable for a student".

R.B. believes that for her it is the real job, because she likes to work a lot with people, and it helps her a lot as at one point she specified "I can get experience so that in the future I can continue on this path".

Unfortunately S.T. does not see this job as an ideal job, as she is in an assistant manager position, a senior position, saying "the ideal job is different from the one I am in at the moment", however she prefers to work in the office and not in a hectic and stressful environment emphasising that she wants to work in a "clean environment".

The fourth question aims to outline how they work and how they work by asking "How many shifts do you work?". B.C. says that employees work two shifts, but "being store manager I try to cover both shifts for the smooth running of things", in a positive way he does his job properly, tries to have a positive attitude, communicating much more with subordinates and solving problems on time.

Although I.I. and I.G. say that they work in three shifts, they are baristas, and not having a job, each one focuses on something

"in the morning the stuff comes in, we make sandwiches, we focus on loyal customers, the middle shift is mostly about refilling and cleaning, and the closing shift is mostly focused on tasks" specified even by I. I. "they are also hardworking people, motivated to achieve their goals leading to job satisfaction and motivation".

4.2. Motivation at work

The purpose of the fifth question is to address motivation at work and in particular if we find out from the following question "Is there an opportunity to advance easily at work?"

With a sure honest but negative answer, I.I. says that "in my opinion, no", considering that he has been working for 4 years, and that he will stay in the position of commercial worker in the company.

According to several interviews, we found out that there is a possibility of advancement and that R.B. says that "If you put in the effort and if you get as involved as possible, yes, it really can be done", she became shift manager in three months, really getting involved. "If you show dedication and good growth", but even B.C.'s commitment from her point of view as a store manager, she had to get on a development platform, "being the very platform of the café where you can practice trainings and tests to bring to a pretty efficient training".

In relation to the question "Do you need some training to advance in the workplace?", starting from this important question for the development of employees in this organization, training is not necessarily necessary, but it is always welcome said M.V. who on the contrary "training is done at the time of hiring, it is a training, which is very easy and you learn along the way" however there are some steps you have to go through to get certified as a "barista".

A positive opinion L.M. "As a product manager you have to be trained for 6-9 months, however in the first three months

you are still a barista, after that you are interviewed". Opinions are divided among the interviewees, but one solution for a proper training in the workplace is to master things and from there you can advance very easily, because there are cases as C.P. said where "employees who didn't even have the baccalaureate have, ended up in management positions".

Shift management, keeping in mind that you open and close the café, is necessary in a reputable café, and as V.P. says "you can have some training with the help of the testing platform and other videos that can help you when needed".

The next question reflects the following issue: "If you have something that motivates you at work, what would that be?" A concrete and highly motivating reason is the fact that every time you are appreciated when you do something good, and according to M.V. "the fact that there are bonuses that make you feel appreciated, and the thing that motivates me the most is the fact that I have very understanding colleagues" however it is a very important aspect and she considers that a collective is a great bonus that she and the rest of her colleagues can enjoy.

According to I.G., she also values the café's collective, where she meets people she loves and with whom she can have fun every time she comes to work "the bonuses and competitions that are given every month motivate us to work harder".

To the question "What kind of collaboration do you have with colleagues at work, and by that I would like to know if it affects the motivation at work", opinions were divided as some interviewees confessed that the relationship with colleagues at work is strictly professional and outside working hours the friendship relationship is different, V.P. said that "it doesn't affect me because I don't value it".

As for collaboration with some employees S.T. confesses that "it depends on each shift, with some I get along better, with others worse", he specifies that it is a small

disadvantage because some people do not accept friendly advice or do not consider it a constructive comment, and this denotes from S.T.'s words "lack of communication with some colleagues who do not want to listen exactly what I say to them results in disrespect".

What stands out when asked "What would you change at work that would significantly affect your motivation and satisfaction in this company?" we have diversified answers such as related to what L.M. said that it would change "the attitude, vocabulary and behaviour of the manager", but from other perspectives it would change the salary because I.I. states that the work is hard, "the money we receive and the promises that are not kept".

From I.G.'s point of view that for her is more or less ok, but nevertheless she would change the salary "From the point of view of a person who has to support herself, it will not be enough".

Most of the interviewees have similar answers and we can say that all of them would like a change in this organisation therefore B.C. being the main man of these employees, comes up with the proposal "that they would increase personal income, add more awards, organise exchanges and more team-building".

4.3. Job satisfaction

Regarding the question "How satisfied are you with the job you are doing", the interviewees have different opinions M.V. says "the job I am doing is quite satisfying", which is obvious that she is satisfied with the job she is currently doing. S.T. also tells us that he is "relatively satisfied, having learned a lot along the way" which we can say that these young people are satisfied with this job and do not want to change anything major at this job.

Given that we have divided opinions, most of the young people without experience answered negatively and I.I. tells us that "I

am not satisfied, but neither do I want to make a future for myself here" this shows us that the motivation is low because they do not come to this job to create a career in this field, C.P. answers honestly "I am not satisfied, but neither would I like to take a better job, because I do not want to make a future for myself here" being similar to the answer given by I.I., these young people are not interested in a career in this field.

According to the question "If someone was looking for a job, would you recommend the company where you work?", according to S.T. "it depends, if I realize that the person would be able to work in a stressful environment with people, yes, I would recommend them", L.M. answers directly and precisely "I would recommend, just for the financial position they offer" this proves that the work that is done in this field is very demanding, but at the same time you get paid as you should for the work you do.

To the question "Do you have good conditions at work?", S.T. answers directly and precisely "yes, we really have good conditions, we have very good equipment", for him it matters what equipment he works with, because he works in a famous café and people can see this. Again C.P. refers to the pandemic period and gives a very appropriate example "nobody kicked us out, which gave us all security", we can say that people were scared at that time, and for them all that was important was the security offered by the workplace.

Observing carefully the answers to the question "Are you satisfied with your monthly income?", I.G. believes that "the salary is not super advantageous, but as long as you participate in competitions from one month to the next, the salary can increase." Another opinion comes from S.T. who says "the income is acceptable" because I live alone I can satisfy my pleasures.

Looking at development in the professional field, the next question asks whether "Does job satisfaction and the way you are motivated to work with pleasure

matter to you?".

Regarding workplace relationships, most employees say that the most important thing is to be treated well by customers, but also by superiors and the company. C.P. "When I work in a pleasant environment, I find that I work most efficiently"; "yes, of course, it is very important the mood with which you come to work and with which you work here" I.G. tells us that when you come to work with a very bad mood, it will spread to your colleagues on the shift, giving them a mood similar to hers.

Stating that motivation is a major factor in employee productivity, which he constantly motivates "it's the most important motivation at work, it's important for a person's productivity in any field and of course to be satisfied with what I do." S.T.

In the continuation of the interview we asked the following question "is it important to have a good collaboration with your supervisors and colleagues for a good working environment?", there are certainly many opinions about "poking and prodding, but the important thing is to get through everything", I.G. believes that there is always a barrier between supervisors and colleagues and tells us "at work we have to know how not to abuse collegiality and too many services".

Also the majority of the interviewees to the question "What in your opinion is the ideal job?" the interviewees gave different answers, therefore one of the interviewees said that the ideal job must be related to something that he is attracted to and that he would see as a future job "my ideal job is not here, my current job does not appeal to me" M.V. although "the ideal job would be as a doctor in a hospital, as I am attending medical school" I.G. the current job being a real job.

For R.B. the ideal job means "very good conditions at work", S.T. tells us "it is very difficult to answer", but she knows for sure that "my ideal job is for me to manage my team, to have a much higher income".

A simple and honest answer I got from L.M., who is currently unsure of what her ideal job is "I'm in personal development at the moment".

B.C. "even the current one is coming, but with a more flexible schedule", according to the manager he is not convinced that this is the ideal job, he is waiting for time to decide. A singular case from this place, which is V.P., who wants to become his own boss and feels he needs to have more time dedicated to his own person.

5. Conclusions

By analyzing the results related to the objectives achieved in this thesis, we have identified and highlighted in detail the practices and strategies of employee motivation and satisfaction in the two cafes regarding their connection between a real job vs. an ideal job.

Although we observed that each organization uses certain desired HR strategies to motivate employees, different ways of satisfaction were identified in the current research, one being financial, another related to the possibility of training through professional courses, affordable schedule and a supportive environment which certainly attracted most employees.

As a human resource an important factor related to the workplace is how and in what way to keep track of certain daily tasks, but also what is related to the company in dealing with people and colleagues regarding certain tasks for personal development that must be done extra once a month by certain partners.

In addition to the activities they carry out in the company, the manager at the meeting announces who is the employee of the month and who has achieved their goals for the month. Therefore tasks that are optional must be extremely beneficial for them and for the company. The most widely used employee motivation and satisfaction techniques identified in this study were that

young employees, perhaps even in their first job, are prepared by detailed training on their first day of work.

Considering the response of the interviewees, most of whom were young, we also outlined the impact of motivation and satisfaction strategies in the organisation, with most of them having positive responses and very few negative ones. Young interviewees are relatively motivated by motivation and satisfaction strategies with an emphasis on bonus contests, some of them being mostly financially motivated.

The harmonious relationship between supervisor and employees is not entirely necessary as not many interviewees placed emphasis on a good working relationship with their supervisor, relying more on a harmonious relationship with co-workers.

It was noted that it is very important to collaborate with colleagues at work, even though they said that it is not an ideal job for them, but they consider themselves close in other ways, most of them being students on different specializations are aware that they do not see themselves continuing in this organization in the future.

The interviewees did not necessarily choose their field of work out of passion, but in this organisation the availability of jobs is much higher and it is easy to find a job even if in this field the superiors can offer you the security of a job for a long period of time and this was even mentioned by some interviewees who had experienced this during the pandemic period.

However it can be seen that having the possibility to have a stable job and even to advance to a better paid position after discussions with interviewees, they indicate by different opinions that you could easily or more difficultly on a higher position.

Regarding the conditions at the workplace the interviewees mentioned that they work in three shifts which helps them a lot, they work with high performance equipment and professional cleaning solutions a very important aspect regarding

the fact that they caught the pandemic period.

The different differences between employees and supervisors were even related to how employees can or cannot advance. Supervisors say that it is an easier way to advance in this company if you have the dedication and time to do the training carefully and put in the work, whereas those who are just baristas at the moment claim that they cannot advance so easily and that they are content with the job they have at the moment not wanting to advance too quickly.

Although they have experienced more difficult times at work and perceptions have changed after some time, some differences were still observed when it was stated that there is always room for other improvements that should come from supervisors.

What the interviewees changed at work would be firstly the pay and secondly the attitude and behaviour of management and not least the fact that the work is becoming more and more demanding and the pay does not justify the level of work being higher and higher.

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