



Analysis of the Impact of a Healthy Work Environment on Employee Performance at S.C. Teo Solar Electric S.R.L. – Case Study

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Abstract: *This case study investigates the impact of a healthy work environment on employee performance at S.C. Teo Solar Electric S.R.L. The study aims to illustrate and examine how workplace conditions affect employee satisfaction, productivity, and well-being. Data was collected through an online questionnaire completed by all 13 employees of the company. The analysis focused on job satisfaction, psychosocial aspects of the work environment, work-life balance, and professional development opportunities. The findings suggest that a positive work environment significantly enhances employee motivation and organizational efficiency. Recommendations are provided for further improving workplace conditions to sustain employee engagement and performance.*

Keywords: *healthy work environment; employee performance; job satisfaction; workplace well-being; professional development; organizational culture; work-life balance; leadership support; workplace motivation.*

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1. Introduction

A healthy work environment is essential for ensuring high employee performance and satisfaction. Organizations that invest in well-being, safety, and motivation tend to experience improved productivity and employee retention (Emerald, 2021). S.C. Teo Solar Electric S.R.L. is a company that seeks to optimize its work environment to enhance staff engagement and performance. This case study explores various workplace factors such as job satisfaction, psychosocial conditions, work-life balance, and career development opportunities to assess their impact on employees. By evaluating employee feedback through a structured questionnaire, the study provides insights into the effectiveness of current workplace practices and suggests improvements for future sustainability.

In the present case study, the aim was to analyse the impact of a healthy work environment in relation to the performance of the employees of TEO SOLAR ELECTRIC S.R.L. The purpose of this research is to illustrate and examine the effect of a healthy work environment on actual performance.

In conducting this research, the present case study had the following objectives:

- **Objective 1:** Analysis of employee job satisfaction in relation to the company.
- **Objective 2:** Analysis of the psychosocial aspects of the work environment.
- **Objective 3:** Analysis of the balance between professional and personal life.
- **Objective 4:** Analysis of professional development and growth opportunities.

2. The research methodology used

The research method used in this case study consisted of administering an online questionnaire using the Google Forms tool. The questionnaire was distributed and completed by the 13 employees of the company. Subsequently, the data was extracted and analysed for the development of the case study. The methodology aligns with mixed-method research criteria outlined by SAGE (2022).

The questionnaire consists of 19 multiple-choice questions. In the end, 13 responses were received, achieving a 100% response rate from the company's employees.

3. Data examination and interpretation

The findings align with Social Exchange Theory (Frontiers in Psychology, 2021), which suggests that employee satisfaction is influenced by mutual relationships within the organization. Moreover, Herzberg's Two-Factor Theory (Europub Publications, 2021) supports the idea that workplace conditions and motivational factors significantly impact performance.

Objective 1

1. Are you satisfied with the work environment in the organization?

46.2% Feel very comfortable and happy in this environment. This percentage shows that almost half of the employees feel extremely comfortable and happy at work. This is clear evidence of a positive and motivating work environment where employees feel valued and supported. Such high satisfaction can lead to increased productivity and greater loyalty to the organization, contributing to a healthy and strong organizational climate.

38.5% Feel comfortable and happy in this environment. This response suggests that a significant segment of employees perceives the work environment as comfortable and satisfying. Increasing and expanding this percentage could be achieved through the continuous improvement of working conditions and benefits, which could further strengthen the organizational culture.

7.7% Believe the environment is okay but could be improved. This feedback suggests that there are aspects that could be enhanced to transform the work environment from acceptable to excellent. Investments in infrastructure, professional development programs, and employee engagement initiatives could be effective solutions for improving this perception.

7.7% Are quite dissatisfied with the work environment. This percentage indicates that some employees are unhappy with the current work environment. Dissatisfaction may reflect issues related to management, communication, working conditions, or organizational culture. It is essential for the organization to address these concerns through regular employee satisfaction assessments and the implementation of concrete measures to improve the work environment.

Sunteți satisfăcut de mediul de lucru din organizație ?
13 răspunsuri

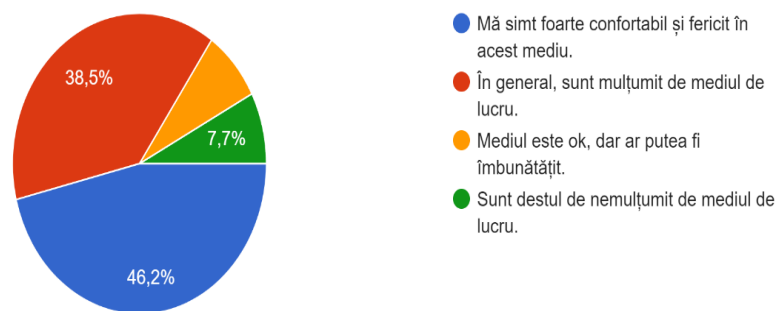


Figure 1. The number of those who declare themselves satisfied with this workplace

2. Do you consider your relationship with colleagues and the organization's management to be a good one?

46.2% Have an excellent relationship with both colleagues and management. This percentage indicates that almost half of the employees enjoy excellent relationships with their peers and leadership. This reflects a highly harmonious and collaborative work environment where communication and cooperation are at very high levels. Such positive relationships can significantly boost employee morale and productivity while also reducing staff turnover rates.

15.4% My relationship with colleagues and management is quite good. This response indicates that another significant segment of employees considers their relationships with colleagues and management to be good. This suggests effective communication and a satisfactory level of collaboration, even if not as perfect as in the case of excellent relationships. Nevertheless, maintaining these positive relationships contributes to a healthy and productive work environment.

30.8% My relationship with colleagues and management is acceptable. This percentage indicates that for another significant group of employees, relationships with colleagues and management are considered acceptable. This may mean that, while there are no major issues, there are still aspects that could be improved to transform these relationships from acceptable to good or excellent. Organizing team-building activities and improving internal communication could be beneficial in this regard.

7.7% I have difficulty maintaining a good relationship with colleagues and management. This percentage, while small, is still significant and suggests that a minority of employees struggle to maintain good relationships with their colleagues and management. This can lead to tensions, lower morale, and reduced productivity. It is essential for the organization to identify the causes of

these difficulties and implement measures to improve internal relationships, such as offering training sessions on communication skills and conflict resolution.

Considerați că relația dvs. cu colegii și cu conducerea organizației este una bună ?
13 răspunsuri

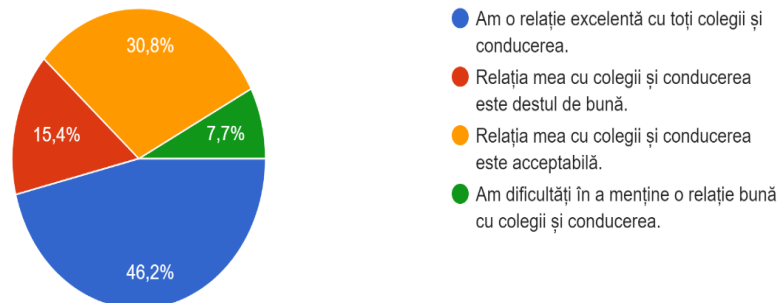


Figure 2. Graph of the relationship with colleagues and management

3. Do you believe that your work is appreciated and recognized by the organization's management?

53.8% I feel that my work is highly appreciated and recognized. This percentage indicates that a significant majority of employees feel that their efforts are highly valued and acknowledged by management. This high level of appreciation can lead to increased motivation and a strong sense of loyalty to the organization, positively impacting both individual and collective performance.

23.1% In general, I feel that my work is appreciated. This response shows that a segment of employees believes their work is generally recognized by management. Although not at very high levels, this overall appreciation contributes to a positive work environment and can motivate employees to continue performing their tasks with dedication.

15.4% I am not sure if my work is recognized. This significant percentage suggests that some employees have uncertainties regarding the recognition of their work. This uncertainty can lead to demotivation and decreased engagement. It is crucial for the organization to communicate feedback more effectively and implement clear systems for recognizing employees' contributions to address these uncertainties.

7.7% I feel that my work is not appreciated at all. This considerable percentage indicates that a significant portion of employees do not feel that their work is valued by management. This lack of appreciation can have negative effects on morale and productivity, leading to frustration and even a higher employee turnover rate. It is essential for the organization to take steps to improve the recognition and appreciation of employees' work, such as implementing recognition and reward programs.

Considerați că munca dvs. este apreciată și recunoscută de către conducerea organizației ?
13 răspunsuri

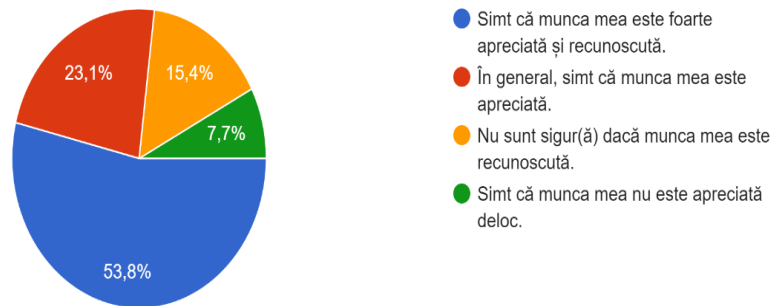


Figure 3. Work Appreciation Graph

4. Do you believe that the organization promotes a positive and collaborative work environment?

46.2% I definitely feel that the organization promotes such a climate. This percentage indicates that almost half of the employees are firmly convinced that the organization fosters a positive and collaborative work environment. This reflects the organization's significant efforts in creating and maintaining a harmonious workplace where collaboration and positivity are priorities. Such a climate can contribute to high productivity, job satisfaction, and employee retention.

7.7% For the most part, I observe a positive and collaborative climate. This response suggests that a smaller segment of employees perceives the organization as promoting a positive and collaborative work environment, though not to an absolute extent. This indicates a generally favourable perception, but one that could be improved through additional measures to strengthen collaboration and foster a positive workplace. Organizing team-building activities and encouraging open communication could be beneficial in this regard.

38.5% Sometimes I feel this way, other times I don't. This percentage shows that for some employees, the perception of the work environment is variable. This may suggest inconsistencies in the organization's efforts to promote a collaborative and positive environment. It is important for the organization to identify and address the causes of this variability, ensuring that policies and practices are applied consistently to create a stable and supportive workplace.

7.7% I haven't noticed much promotion of such a climate. This percentage indicates that some employees do not perceive the organization as actively fostering a positive and collaborative work environment. This may reflect a lack of visible initiatives in this direction or systemic issues that hinder the creation of such an atmosphere. It is essential for the organization to analyse and address these concerns by implementing clear strategies to improve the work climate, such as leadership development and collaboration recognition programs.

Credeți că organizația promovează un climat de lucru pozitiv și colaborativ ?

13 răspunsuri

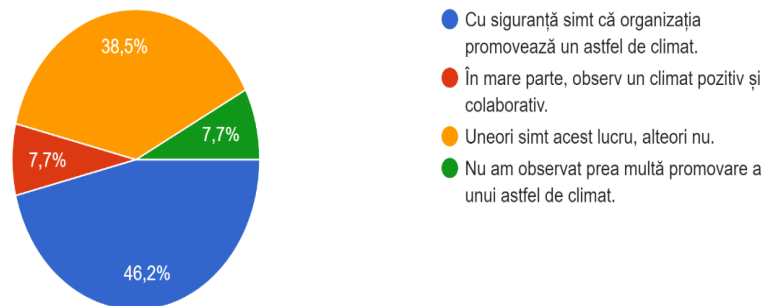


Figure 4. Positive Work Environment Graph

5. Do you have access to ergonomic equipment and facilities while working?

46.2% I have all the necessary equipment for my comfort. This percentage indicates that nearly half of the employees feel completely satisfied with the available ergonomic equipment. This suggests that the organization has made significant investments in ensuring employee comfort, which can help reduce health risks associated with sedentary work and improve productivity and job satisfaction.

30.8% I have access to most of the equipment I need. This response shows that another significant segment of employees feels they have access to most of the necessary ergonomic equipment, though not all. This indicates a good level of comfort provision but also suggests potential areas for improvement. Providing additional equipment and adjusting existing ones could further enhance this sense of comfort to an optimal level.

15.4% I have access to only a few ergonomic equipment. This percentage suggests that some employees feel they have limited access to ergonomic equipment. This may indicate a significant need for improvement in ergonomic facilities to prevent health issues and enhance comfort and efficiency in the workplace. Organizing feedback sessions to identify necessary equipment and investing in these improvements could be a beneficial step.

7.7% I do not have access to ergonomic equipment at all. This percentage indicates that a minority of employees lack access to ergonomic equipment, which can lead to physical discomfort and potential long-term health issues. It is crucial for the organization to address this issue by assessing employees' ergonomic needs and ensuring access to appropriate equipment for all employees.

Aveți acces la echipamente și facilități ergonomice în timpul muncii ?

13 răspunsuri

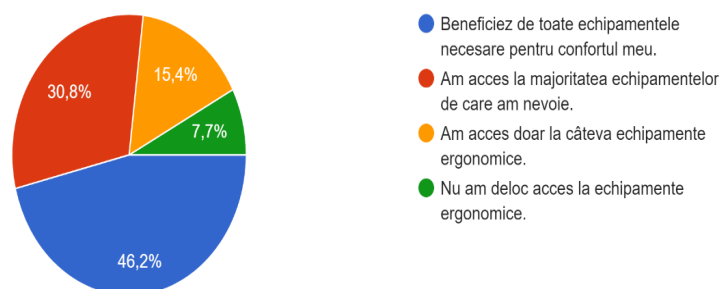


Figure 5. Graph of Ergonomic Equipment and Facilities

6. Are you satisfied with the physical conditions in the workplace (lighting, temperature, noise, etc.)?

53.8% I am extremely satisfied with these conditions. This percentage indicates that a significant portion of employees feel extremely satisfied with the physical conditions in the workplace. This suggests that the organization has successfully created a comfortable and suitable work environment, which can positively contribute to employee productivity and well-being.

7.7% I am quite satisfied with the physical conditions. This response shows that a smaller segment of employees considers the physical conditions to be fairly satisfactory. Although not as high as the level of extreme satisfaction, this positive feedback still indicates a good degree of comfort, with opportunities for improvement to achieve an even higher level of satisfaction.

7.7% The conditions are acceptable but could be improved. This percentage suggests that a considerable portion of employees view the physical conditions as acceptable but see room for improvement. This may include aspects related to lighting, temperature, noise levels, or other environmental factors. Conducting regular evaluations and involving employees in discussions about improvements can help turn this feedback into concrete actions.

30.8% I am not satisfied with these conditions at all. This percentage indicates that a significant minority of employees are dissatisfied with the physical conditions in the workplace. This may signal serious issues affecting employee comfort and productivity. It is important for the organization to identify and address these problems to improve working conditions and increase employee satisfaction.

Sunteți mulțumit de condițiile fizice din cadrul locului de muncă (lumină, temperatură, zgomot etc.)?

13 răspunsuri

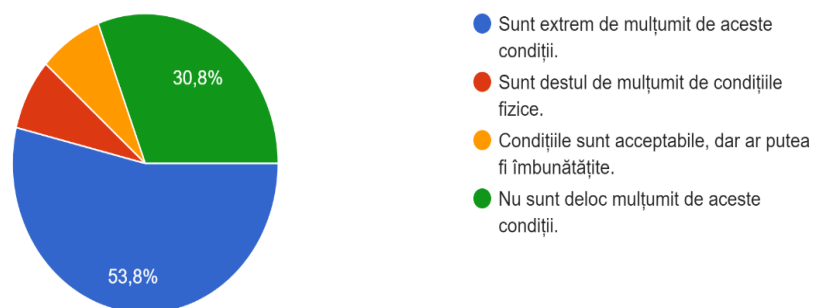


Figure 6. Graph of Workplace Condition Satisfaction

7. Have you noticed any improvements or positive changes in the physical work environment recently?

53.8% I have noticed significant improvements lately. This percentage indicates that a substantial portion of employees have perceived major and positive changes in their physical work environment. This suggests that the organization has implemented effective measures to improve working conditions, which can lead to increased employee satisfaction, morale, and productivity. Such improvements may include renovations, equipment upgrades, or optimization of lighting and temperature conditions.

15.4% I have noticed some notable improvements. This response indicates that another significant segment of employees has observed some improvements in the physical work environment. Although these changes are not perceived as major, they positively contribute to

employees' work experience. Continuing this trend by making additional improvements can help strengthen a more pleasant and efficient work environment.

7.7% I have not noticed any recent changes. This percentage suggests that some employees have not perceived any recent changes in the physical work environment. This may indicate a stagnation in the organization's efforts to improve working conditions or reflect that the implemented changes were not sufficiently noticeable. Conducting internal surveys or feedback sessions can help identify employees' needs and preferences for future improvements.

23.1% The physical work environment has become less pleasant recently. This percentage indicates that a significant minority of employees feel that the physical work environment has deteriorated lately. This is a serious concern that can negatively impact morale and productivity. It is essential for the organization to investigate the causes of this perception and take swift corrective measures to address the identified issues and restore a pleasant and functional work environment.

Ați observat îmbunătățiri sau schimbări pozitive în mediul de lucru fizic recent ?
13 răspunsuri

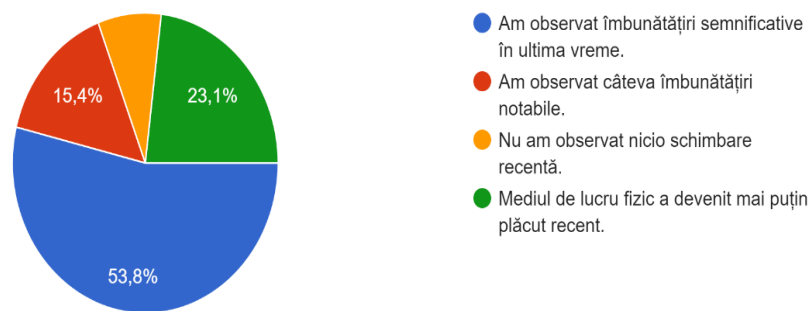


Figure 7. Graph of Positive Changes in the Work Environment

Objective 2

8. Do you consider the stress level at work to be high?

46.2% I experience a very high level of stress. This percentage indicates that nearly half of the employees are facing an extremely high level of stress at work. This can have serious negative consequences on employees' health and performance, as well as on morale and staff retention. It is crucial for the organization to take urgent measures to identify the sources of stress and implement strategies to reduce it, such as providing stress management support and reviewing workload distribution.

30.8% I experience a high level of stress. This response indicates that a significant segment of employees feels a high level of stress, although not as intense as the previously mentioned category. This suggests that there are still considerable challenges that require attention to prevent this stress level from becoming overwhelming. Interventions such as wellness programs and flexible work schedules can be beneficial in managing this level of stress.

15.4% The stress level is moderate and manageable. This percentage suggests that for some employees, stress is present but remains at a moderate and manageable level. This indicates that, for these employees, the organization has succeeded in maintaining a relatively good balance between professional demands and the ability to manage stress. Continuing support for work-life balance can help sustain this equilibrium.

7.7% The stress level is low and manageable. This small percentage indicates that a minority of employees experience a low level of stress at work. This reflects a work environment where demands are well-managed, and employees feel capable of handling their tasks without feeling

overwhelmed. It is important for the organization to recognize and maintain the factors that contribute to this low stress level to foster a healthy and productive work environment.

Conșiderați că nivelul de stres la locul de muncă este unul ridicat ?
13 răspunsuri

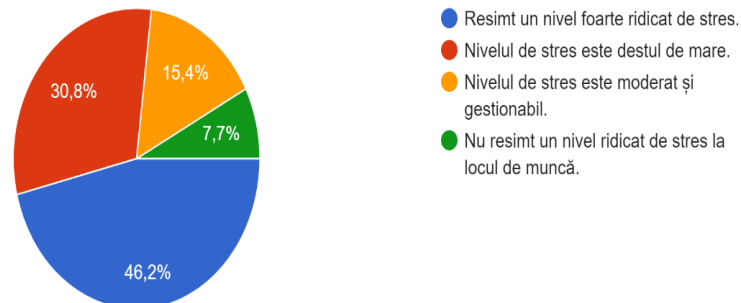


Figure 8. Stress Level Graph

9. Do you feel that you have control and autonomy in completing your work tasks?

53.8% I have great autonomy and control in my work. This percentage indicates that a significant portion of employees enjoy a high level of autonomy and control in completing their tasks. This autonomy can lead to increased job satisfaction and a sense of personal fulfilment, positively contributing to organizational productivity and innovation.

23.1% I have quite a lot of control and autonomy. This response shows that another significant segment of employees feels they have considerable control and autonomy in their work. Although not as high as in the first group, this level of autonomy still contributes to a satisfactory level of engagement and motivation, suggesting that there is still room for improvement.

15.4% My control and autonomy are limited. This percentage suggests that for another significant group of employees, control and autonomy in their work are restricted. This may indicate a need for adjustments in management structure and delegation of responsibilities to provide employees with more freedom in work-related decisions, which can improve morale and performance.

7.7% I do not feel that I have any control or autonomy in my work. This percentage shows that a smaller portion of employees feel they have no control or autonomy in completing their tasks. This lack of autonomy can lead to frustration and demotivation, negatively impacting performance and job satisfaction. It is essential for the organization to evaluate and review management policies and practices to encourage greater autonomy and empowerment among employees.

Simțiți că aveți control și autonomie în îndeplinirea sarcinilor de lucru ?
13 răspunsuri

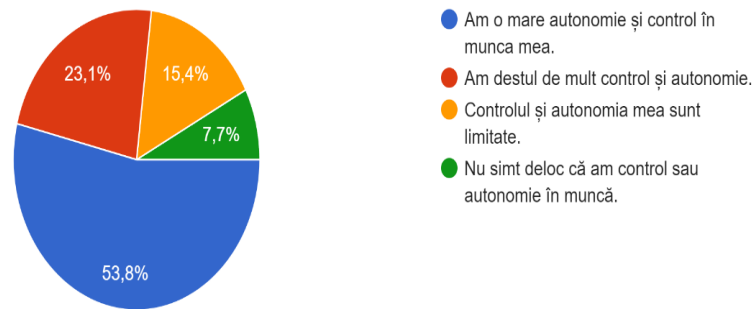


Figure 9. Graph of Control in Task Completion

10. Do you feel that you receive support and recognition from your colleagues and the organization's leadership?

46.2% I feel that I receive a lot of support and recognition. This percentage indicates that a significant portion of employees feel supported and recognized by their colleagues and leadership. This reflects a positive and collaborative work environment where employees feel valued and motivated. Support and recognition contribute to a healthy workplace climate, increasing employee satisfaction and loyalty.

7.7% I receive a reasonable amount of support and recognition. This response shows that a segment of employees considers the support and recognition they receive to be adequate. Although not at very high levels, this reasonable support indicates the presence of a solid foundation for collaboration and appreciation. Continuously improving these aspects can help create an even more positive work environment.

38.5% I receive support and recognition only occasionally. This percentage suggests that for a considerable group of employees, support and recognition are rather sporadic. This may mean that, although moments of appreciation exist, they are not frequent enough to create a consistent sense of support. Organizing regular feedback sessions and formal recognition of achievements could help improve this aspect.

7.7% I do not receive any support or recognition. This small but significant percentage indicates that a minority of employees feel they do not receive any support or recognition from colleagues or leadership. This can lead to demotivation and job dissatisfaction. It is crucial for the organization to address these issues by implementing more effective support and recognition strategies, such as mentorship programs and performance-based rewards.

Conșiderați că primiți sprijin și recunoaștere din partea colegilor și a conducerii organizației ?
13 răspunsuri

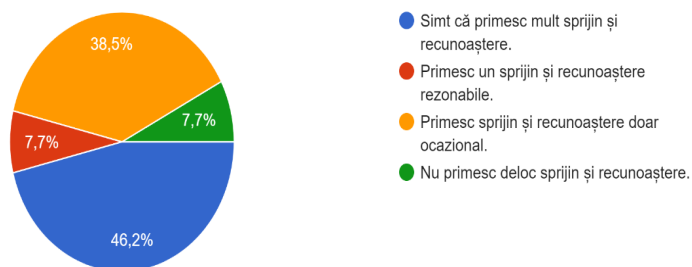


Figure 10. Graph of Support from Colleagues

11. Do you believe that there is open and transparent communication within the organization?

53.8% Communication is very open and transparent. This percentage indicates that a significant majority of employees perceive communication within the organization as very open and transparent. This suggests that the organization fosters a culture of openness, where information is freely shared and employees are well-informed about decisions and organizational processes. Such an environment can enhance trust, collaboration, and employee engagement.

30.8% Communication is fairly open and transparent. This response suggests that a significant segment of employees considers communication to be mostly open and transparent. Although not at the highest level of satisfaction, these employees feel they have access to information and that communication within the organization is generally good. Continuously improving this openness through effective communication channels and regular feedback can further strengthen this positive perception.

7.7% Communication is limited and could be improved. This percentage shows that some employees perceive communication within the organization as limited. This suggests the presence of barriers in the flow of information or a lack of transparency in certain aspects. It is important for the organization to identify these barriers and implement strategies to overcome them, such as regular meetings, status updates, and involving employees in decision-making processes.

7.7% Communication is poor and opaque. This percentage indicates that a minority of employees perceive communication within the organization as poor and opaque. This is a serious issue that can lead to frustration, lack of trust, and decreased morale. The organization must urgently address these concerns, improve transparency, and create an environment where information is shared openly and honestly. Implementing clear communication policies and training leaders to communicate more effectively can help resolve this issue.

Conșiderați că există o comunicare deschisă și transparentă în cadrul organizației?

13 răspunsuri

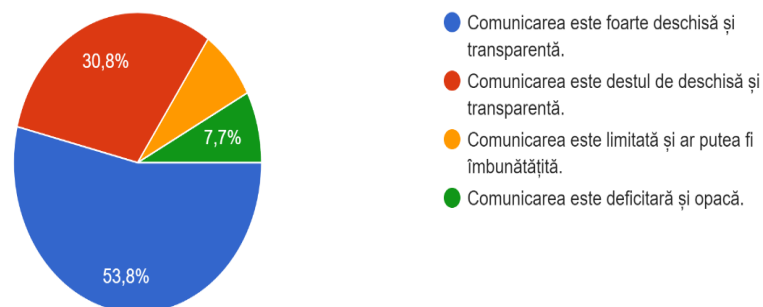


Figure 11. Communication Graph

Objective 3

12. Is the balance between professional and personal life perceived as satisfactory within the organization?

53.8% The balance is excellent and very satisfactory. This percentage indicates that a significant portion of employees consider the balance between professional and personal life to be very good. This reflects the organization's excellent ability to support employees in maintaining a healthy balance, which can contribute to overall well-being and stress reduction.

23.1% The balance is quite good. This response shows that a significant segment of employees finds the balance between professional and personal life to be satisfactory. Although not

at excellent levels, this fairly good balance indicates effective management of work and personal demands, suggesting that the organization provides adequate support in this regard.

15.4% The balance is decent but could be better. This percentage suggests that for a considerable portion of employees, the balance is acceptable, but there is room for improvement. This indicates that while employees are not completely dissatisfied, certain aspects could be adjusted to create a more favourable balance between professional and personal life.

7.7% The balance is unsatisfactory and problematic. This percentage shows that a significant minority of employees perceive the balance between work and personal life as inadequate. This can lead to increased stress, dissatisfaction, and potential long-term health issues. It is essential for the organization to identify the sources of this imbalance and implement measures to improve the situation, such as offering more flexible work schedules and fostering a company culture that supports work-life balance.

Este echilibrul între viața profesională și personală perceput ca satisfăcător în cadrul organizației ?
13 răspunsuri

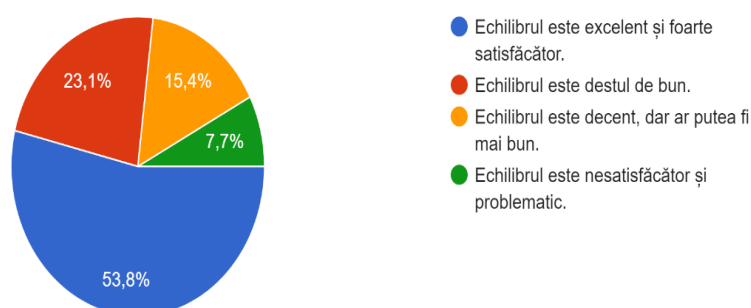


Figure 12. Work-Life Balance Graph

13. Are you satisfied with the organization's policy regarding leave, schedule flexibility, etc.?

53.8% I am very satisfied with the organization's policy in these matters. This percentage indicates that a significant portion of employees is highly satisfied with the organization's policy regarding leave and schedule flexibility. This suggests that the organization provides benefits and practices that employees appreciate, contributing to a high level of satisfaction and a healthy work-life balance.

7.7% The policy is quite satisfactory. This response shows that a smaller segment of employees considers the organization's policy to be fairly satisfactory. While not at very high levels, this positive feedback indicates that employees find value in the current policies, but there is potential for further improvements to increase satisfaction levels.

15.4% The policy is acceptable but could be improved. This percentage suggests that for a considerable portion of employees, the organization's policy is adequate, but there are aspects that could be enhanced. This may include greater flexibility in work schedules, additional leave options, or other benefits related to work-life balance. Implementing adjustments based on employee feedback could significantly improve overall satisfaction.

23.1% I am dissatisfied with the organization's policy. This percentage indicates that a significant minority of employees are not satisfied with the organization's policy regarding leave and schedule flexibility. This dissatisfaction may negatively impact employee morale and motivation. It is essential for the organization to investigate the reasons behind this dissatisfaction and implement changes to better meet employee needs, such as revising leave policies and offering more flexible work options.

Sunteți mulțumit de politica organizației referitoare la concedii, flexibilitatea programului etc.?
13 răspunsuri

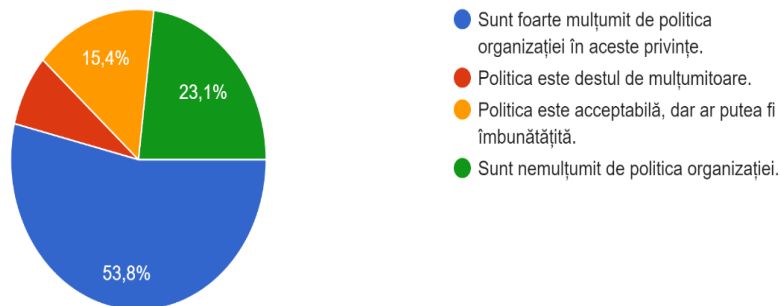


Figure 13. Chart on the assessment of the organization's policy

14. Do you feel that the organization promotes a healthy balance between work and leisure time?

46.2% The organization does an excellent job of promoting this balance. This percentage indicates that a significant portion of employees believe that the organization excels in promoting a healthy balance between work and leisure time. This suggests that the organization implements highly effective policies and practices to ensure that employees can maintain a healthy balance, contributing to reduced stress, increased satisfaction, and higher productivity. Successful initiatives may include flexible work programs, additional days off, and support for mental health.

23.1% The organization promotes balance fairly well. This response suggests that a significant segment of employees believes the organization does a good job of promoting work-life balance. While not at an excellent level, these employees are generally satisfied with the organization's efforts in this area. Maintaining this level and making minor improvements can continue to support employee well-being.

15.4% The organization makes limited efforts in this direction. This percentage indicates that, for some employees, the organization's efforts to promote work-life balance are limited. This suggests that there is significant room for improvement. Identifying employees' specific needs and implementing more flexible and comprehensive measures can help increase satisfaction in this regard.

15.4% Do not feel that the organization promotes this balance. This percentage shows that a minority of employees do not feel that the organization promotes work-life balance at all. This is a serious issue that can lead to increased stress levels, decreased morale and productivity, and a high employee turnover rate. It is crucial for the organization to urgently address these concerns by developing and implementing more effective policies to ensure a healthy balance between professional and personal life.

Simțiți că organizația promovează un echilibru sănătos între munca profesională și timpul liber?

13 răspunsuri

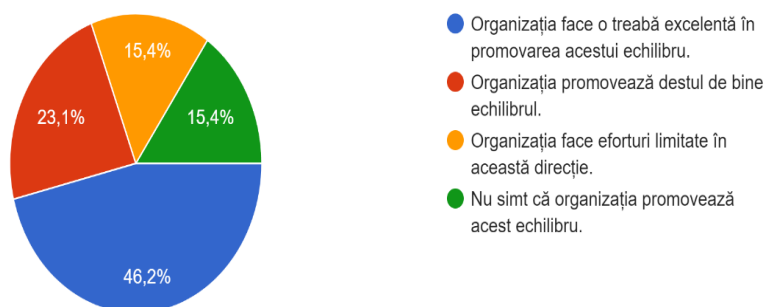


Figure 14. Healthy Balance Chart

15. Have you noticed any recent improvements or initiatives to enhance work-life balance?

69.2% I have noticed considerable improvements in this regard. This percentage indicates that a significant portion of employees has observed initiatives and positive changes regarding work-life balance. These improvements may include flexible working hours, remote work options, or other benefits that support this balance, contributing to increased satisfaction and a healthier work environment.

7.7% I have noticed some positive initiatives. This response shows that a segment of employees has noticed certain initiatives that have had a positive impact on work-life balance. While these initiatives are not yet sufficient to be considered major changes, they indicate a positive direction and a commitment from the organization to improving this important aspect of employees' lives.

15.4% I have not noticed any recent changes. This percentage suggests that for a considerable group of employees, no recent changes have been observed regarding work-life balance. This may indicate a need for more effective communication from the organization about ongoing initiatives and improvements or could reflect a lack of significant actions in this area.

7.7% The situation seems to have worsened. This significant percentage shows that some employees perceive a deterioration in work-life balance. This may signal serious issues in managing workload, working hours, or the support provided to employees.

Ați observat îmbunătățiri sau inițiative recente pentru a îmbunătăți echilibrul dintre viața profesională și personală?

13 răspunsuri

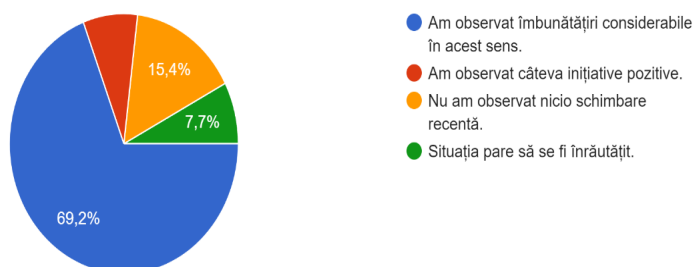


Figure 15. Work-Life Balance Improvement Chart

Objective 4

16. Do you feel that the organization provides sufficient opportunities for professional development and career advancement?

46.2% The opportunities for development and advancement are very extensive. This percentage indicates that a significant portion of employees believes the organization offers highly extensive opportunities for professional development and career advancement. This reflects a strong organizational culture focused on growth and personal progress, where employees have access to various training programs, mentorship, and promotion opportunities. Such opportunities can lead to high motivation, loyalty to the company, and superior performance.

30.8% There are enough opportunities for professional development. This response suggests that another significant segment of employees perceives adequate opportunities for professional development and advancement. While not at an exceptional level, these employees generally feel satisfied with the resources and possibilities provided by the organization. Maintaining and improving these programs can reinforce this positive sentiment and encourage employees to take an active role in their own development.

15.4% There are some opportunities, but there could be more. This percentage shows that for some employees, professional development and career advancement opportunities are limited and could be expanded. It indicates that the organization should analyse and develop new programs and initiatives to better meet employees' professional growth needs. Creating clear career plans and offering additional training can improve perception and motivate employees to aspire to higher roles.

7.7% I do not feel there are enough opportunities. This percentage indicates that a minority of employees do not perceive sufficient opportunities for professional development and advancement within the organization. This is an issue that can lead to demotivation, lower morale, and a higher turnover rate. It is essential for the organization to identify the causes of this perception and implement measures to create a more conducive environment for professional growth, such as personalized development programs, continuous training opportunities, and clearer career progression paths.

Simțiți că organizația oferă suficiente oportunități pentru dezvoltarea profesională și avansare în carieră?

13 răspunsuri

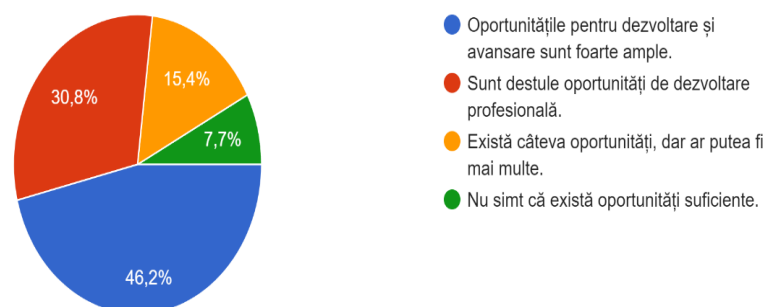


Figure 16. Opportunity for Development Chart

17. Do you have access to training and development programs that help you improve your skills and competencies?

53.8% I have access to numerous useful training programs. This percentage indicates that a significant portion of employees benefit from a wide range of training and development programs

that greatly contribute to improving their skills and competencies. This reflects the organization's strong commitment to employees' professional growth, which can lead to increased performance and high job satisfaction.

7.7% I have access to a few training programs. This response shows that a smaller segment of employees has access to training programs, though not as many as the first group. These programs provide opportunities for professional development and skill enhancement, but there is room for expansion and diversification of the training offerings.

23.1% Training programs are limited. This percentage suggests that for a considerable group of employees, training and development opportunities are restricted. This may indicate a need to improve the training offerings to ensure that employees have access to the necessary resources to develop their skills and enhance their performance.

15.4% I do not have access to training and development programs. This significant percentage indicates that some employees do not benefit from any training and development programs. This can lead to skill stagnation and a lack of career advancement opportunities, negatively impacting employee morale and motivation. It is essential for the organization to assess these gaps and implement accessible training and development programs for all employees.

Aveți acces la programe de formare și dezvoltare care vă ajută să vă îmbunătățiți abilitățile și competențele?

13 răspunsuri

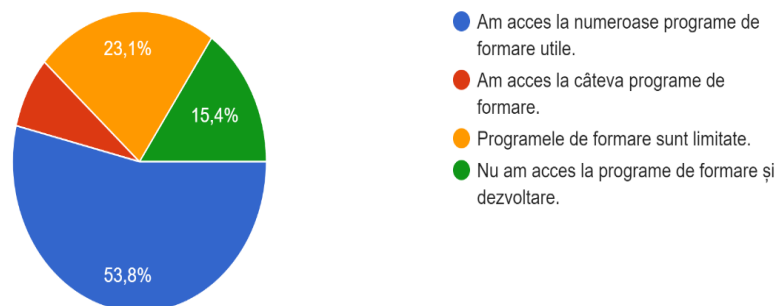


Figure 17. Skills Development Chart

18. Do you feel that there are clear opportunities for advancement within the organization and that your work is recognized and valued in this regard?

46.2% Advancement prospects are very clear, and my work is recognized. This percentage indicates that a significant portion of employees see clear advancement opportunities within the organization and feel that their work is recognized and valued. This reflects transparency and effective communication from management regarding career opportunities, which can motivate employees and encourage them to develop their skills and competencies.

30.8% Advancement prospects are fairly clear. This response shows that a considerable segment of employees perceives advancement prospects as relatively clear. While not at the highest levels, this relative clarity provides employees with career direction and a sense of job security, contributing to a positive work environment.

15.4% The prospects are unclear and could be better defined. This percentage suggests that for a significant group of employees, advancement opportunities are not sufficiently clear. This may indicate a need to improve communication and more clearly define career paths within the organization. Clarifying these prospects can help increase employee motivation and engagement.

7.7% They do not feel that there are clear advancement opportunities. This percentage indicates that some employees do not see clear prospects for career advancement within the organization. This can lead to demotivation and a decrease in job satisfaction, negatively impacting

staff retention. It is essential for the organization to address these concerns by developing clear career plans and recognizing employees' merits and achievements.

Simțiți că există perspective clare de avansare în cadrul organizației și că munca dvs. este recunoscută și valorizată în acest sens?

13 răspunsuri

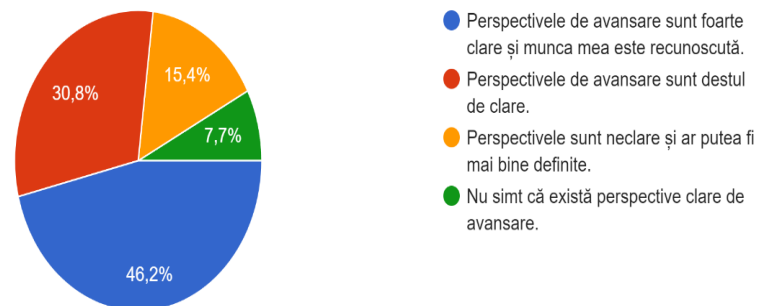


Figure 18. Advancement Prospects Chart

19. Have you noticed any recent improvements or initiatives to support employees' professional development within the organization?

53.8% I have noticed many improvements in support of professional development. This percentage indicates that a significant portion of employees has observed numerous improvements and initiatives aimed at supporting professional development. These improvements may include training programs, mentoring opportunities, and access to educational resources, reflecting the organization's strong commitment to employee growth and development.

23.1% I have noticed some positive initiatives. This response shows that a considerable segment of employees has observed positive initiatives supporting professional development. While these initiatives are not yet sufficient to be considered major changes, they indicate a positive direction and suggest that the organization is making efforts to enhance professional development opportunities.

7.7% I have not noticed any recent improvements. This percentage suggests that for a significant portion of employees, there have been no recent changes regarding support for professional development. This may indicate a lack of effective communication from the organization about existing initiatives or a need for the introduction of more relevant and visible professional development programs.

15.4% The situation regarding employees' professional development has worsened. This percentage indicates that a minority of employees perceive a decline in support for professional development. This could serve as a warning sign for the organization, suggesting the need to reassess current professional development policies and programs to identify and address issues contributing to this negative perception.

Ați observat îmbunătățiri sau inițiative recente pentru a sprijini dezvoltarea profesională a angajaților în cadrul organizației?

13 răspunsuri

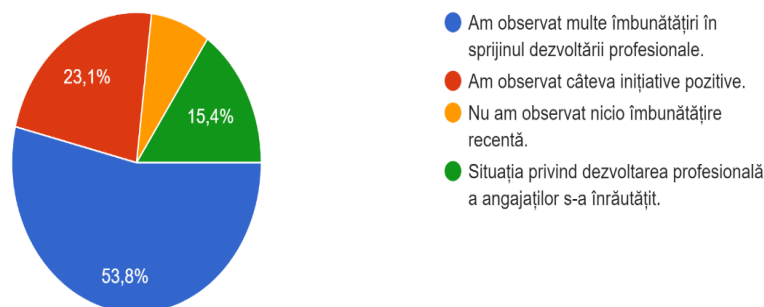


Figure 19. Professional Development Chart

4. Conclusions

In conclusion, the case study conducted at S.C. TEO SOLAR ELECTRIC S.R.L. highlighted both the positive aspects of the work environment and the areas that require improvement. Based on the specialized literature emphasizing the importance of a healthy work environment and its key elements, we analysed employees' perspectives on various aspects related to the workplace.

As part of this research, we had four main objectives:

The first objective was to analyse employee satisfaction with the organization's policies regarding leave and work schedule flexibility. We aimed to assess the extent to which employees are satisfied with these policies and how they contribute to the balance between professional and personal life.

The second objective was to analyse employees' access to training and development programs. Our goal was to examine the availability of these programs and the extent to which they support the improvement of employees' skills and competencies.

The third objective was to evaluate career advancement prospects within the organization. We wanted to understand to what extent employees perceive growth opportunities and recognition for their work.

The fourth objective was to analyse recent initiatives supporting professional development. We aimed to assess the improvements and initiatives recently implemented to support employees' professional growth.

The survey results revealed that some employees feel that career advancement prospects are very clear and that their work is recognized, while others believe that these prospects are unclear and could be better defined. Regarding the balance between professional and personal life, some employees have noticed significant improvements in this aspect, while others have observed a few positive initiatives. Additionally, access to training and development programs varies, with some employees having access to numerous useful programs, while others report a complete lack of access to such programs.

The results reflect employees' concerns and priorities regarding professional development and work-life balance. These findings can be used by the organization's management to implement changes and initiatives that address employees' needs and expectations. It is important for the organization to continue providing support and opportunities for professional growth, improve communication and transparency within the company, and ensure a healthy balance between work and personal life.

Thus, the conclusion of this study highlights the need to continue efforts to improve the work environment within the organization, with the goal of increasing employee satisfaction and the overall performance of the company.

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