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## PERFORMANCE EVALUATION TO IMPROVE WORK CONDITIONS AND MAINTAIN WASTE MANAGEMENT INITIATIVES IN ORGANIZATION

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***Abstract:** The present paper helps to raise awareness in changing employee civic behavior regarding waste management within organizations and provides a solution for waste management in organizations by initiating behavioral plans. The authors highlight the need for proactive collaboration between human resources management practices, as involvement in waste management strategies, and organization executive's on waste management strategies. These two organizational functions working together to elaborate plans for employee behavior training on sorting recyclable waste in organizations. Studying some local organization's practices, the authors come with some improvement suggestions to develop a strategy on waste management in the organization. The authors propose a strategy for waste reduction and a multi-criteria evaluation system for waste reduction in one organization. In this study were evaluated employees of six departments, from electrical installation and industrial automation company.*

***Key words:** performance, evaluation, human resources, waste management, strategy*

### 1. INTRODUCTION

Currently in most countries the environmental visionary initiative regarding waste management draw also the need for social responsibility integration. The importance given on this subject is reflected by the multitude of studies conducted in this field [3; 5; 15].

These environmental actions are acknowledged by the local administration, as they have well-defined strategy directions regarding waste legislation implementation, that includes not only monitoring the recycling operator or refurbished materials of producers and consumers but also changing the attitude of citizens and encouragement the community in active participation for an environmental purpose [14; 15]. Significant amounts of materials and waste are generated annually by business buildings, universities, shops, hotels, restaurants and other commercial and institutional buildings. The emergence of waste management methods and tools has led in finding favorable solutions for facility managers, building owners, tenants and other

stakeholders to improve waste management in their buildings, reducing costs, and increasing sustainability. As the subject of waste is the last installment of the three-part series on sustainability, energy (and global warming), and water, companies in the business industries are committed to reducing their impact on the environment. Thankfully, businesses, policymakers, researchers are taking action to tackle waste in organizations, for example, is a collaboration of businesses, nonprofits, foundations, and government leaders that came together to analyze waste problems and develop practical solutions. In so the concern for the environment as well as the issues related to better waste management services are topics, which attract important debates among corporate entities [7]. It is certain that activities of each corporate entity, emphasizing production activities generates a high consumption of natural resources (water, air, energy, biodiversity), thus the waste produced has a dominant impact on the environment [11].

Regardless of the area of interest, there are businesses that stand out in every industry, but

each of them confronts the same issues regarding the waste produces. It is obvious that the wastes produced are determined by the organization size and its activities field but whatever the situation, effective environmental impact management should become a concern for each organization or other socio-economic actors.

Thereby whatever the level of development, each organization generates waste and for this reason is necessary to develop among decision-makers staff, waste reduction knowledge and incorporate in their community, a motivation in saving resources, and aims to gain gratitude for involvement into environmental action [1]. The best way to achieve this is to empower the Human Resources department (HR) to take action and arouse community interest regarding waste management in the organization [13]. It is right that there must be organizational wisdom so that HR empowerment and awareness-raising can be initiated [11]. In this sense, this wisdom starts and is developed exclusively by some top executives and then is articulated and transferred to others. Human resources are directly involved in attracting and developing an eco-friendly work environment. HR must ensure that the work process is harmoniously developed because this is transferred by employees to clients. Creating an eco-friendly work environment is considered a strategic resource, in which the constraints are eliminated, driving forward employee's professional capacity and motivation to proactive work [11], [2]. The development of an eco-conscious organization starts at the grassroots level, where the workforce plays a crucial role in implementing the organization's values. People acting differently when practicing environmental good habits in the office in so sustainability mission is signaled accordingly. There are various affordable and cost-effective measures that any company can take to reduce their carbon footprint and reduce their impact on the environment. We can mention some sustainable initiatives that can be implemented by HR to encourage an environmentally conscious job for employees, not just on Earth Day, but every day:

- Implement a recycling program;
- Promote a paperless office;

- Support green vendors;
- Reduce by reusing;
- Invest in office plants;
- Conserve human energy;
- Encourage sustainable transportation;
- Cause-driven volunteer programs;
- Make green thinking a key part of the company's culture.

The purpose of the actions taken by HR is not to achieve a complicated strategy, simply knowing how to best prevent or handle waste does not necessarily require a long-term strategy [6]. Before formulating a strategy, it is necessary to quantify and classify the waste streams in organization. Within this paper, the authors offer some examples by which the waste in the organization can be minimized, namely waste reduction for general refuse, paper, production scrap, electronic equipment waste, special handling hazardous materials wastes (Table 1)

Table 1

**Waste categorized in organization [8]**

<b>General refuse</b>
Waste may be disposed of at resource recovery centre/transfer stations. Used polystyrene cups may be recovered by vending machine operators, and printer cartridges may be collected by charities.
<b>Paper</b>
Reduction of paper quantity must be achieved because natural resources may be depleted or natural habitat or biodiversity may be degraded. For this purpose, procedures such as two-sided printing and printing are recommended only if necessary. It is recommended to use electronic media. Another impediment is the current consumption of photocopying documents.
<b>Production scrap</b>
Production waste is a serious problem for manufacturers. These incur additional costs, because the materials used may fall into the most expensive category within the manufacturing cycle. Efficient control of the perfect calibration of the materials used to manufacture the products and even the reduction of any product residue can have a positive impact on the overall costs and the time management of the product development.
<b>Electronic equipment waste</b>
The technologies change at an accelerated pace and the advantage given by the materials recovered from WEEE waste offers a change in pieces reuse, thus supporting a sustainable movement in technology.
<b>Special handling hazardous materials wastes</b>
Special wastes include substances that might ordinarily be discarded in general waste, but ought to be disposed

of with greater care. Separate containers are necessary for special wastes, and, in the interests of the environment and cost, it is important not to allow general waste to contaminate this stream.

In addition, through identifying waste streams within the organization the waste produced can be identified and controlled. An efficient method for identifying waste streams is to apply an audit to determine how much waste generates an organization over a period of time (6 months) and what costs they involve. The waste produced by the organization will have its own impact on the economy [9; 10]. In order to minimize the environmental impact, the organization must create a separate flow for each waste produced, so that there is a potential for reduction, reuse, recycling or donate, easing the requirements of any waste management contractor that the organization uses. Through the identification and classification of waste, the organization develops a healthier and safer environment for her employees and, by separating the flows, the costs are minimized creating individual strategies for each flow, by applying the waste hierarchy.

Following the arguments presented, showing the importance of the subject, the present paper helps to raise awareness in changing employee civic behavior regarding waste management within organizations and provides a solution for waste management in organizations by initiating behavioral plans. The authors highlight the need for proactive collaboration between human resources management practices, as involvement in waste management strategies, and organization executive's on waste management strategies. Therefore the present paper proposes a strategy in which the authors consider that classification for waste is necessary and shows where best environmental practices can be developed.

## **2. DEVELOPING A WASTE MANAGEMENT STRATEGY**

Awareness activities on issues related to waste management need to be epitomized to encourage better environmental management practices in organizations. In the current context, good environmental management becomes a

source of competitive advantage for organizations. In so, waste management has become a complex area to study, namely legally, technically, and commercially that brings advantages to organizations. Thus, recent research discusses improving practices for:

- Waste management strategy: identifying the best options for each waste stream, selecting conditions, collection methods, fractions, and treatments, final disposal;
- Waste prevention: finding solutions for reducing the amount of waste generated or diverting reusable products away from waste streams and into reuse streams, for instance reducing the food waste generated at household level thanks to information campaigns and courses, measures aimed at influencing consumers to ask for more environmentally friendly products and less packaging;
- Waste collection: finding proper vehicles that function optimal, data collection in choosing transportation routes, schedule of the collection program;
- Waste and product reuse: developing frameworks that promote repairing and reselling of end-of-life electronic equipment;
- Waste treatment facilities: such as facilities performing treatments, sorting facilities with the aim of recycling plastics.

It can be seen from the information presented above that waste management has great applicability, for this reason, this paper aims to offer a strategy to highlight the benefits obtained by the organization following efficient waste management, by evaluating the departments, default employees.

In a society in continuous development, organizations must adopt strict regulations on their waste management because, without it, waste affects the environment and costs of the organizations [3; 4]. Waste management at the local level plays a key role in the ability of communities to use resources efficiently and make progress towards achieving a more circular economy. Very few organizations can still rely on the waste collection services provided through local authorities as a complete answer to their waste management obligations.

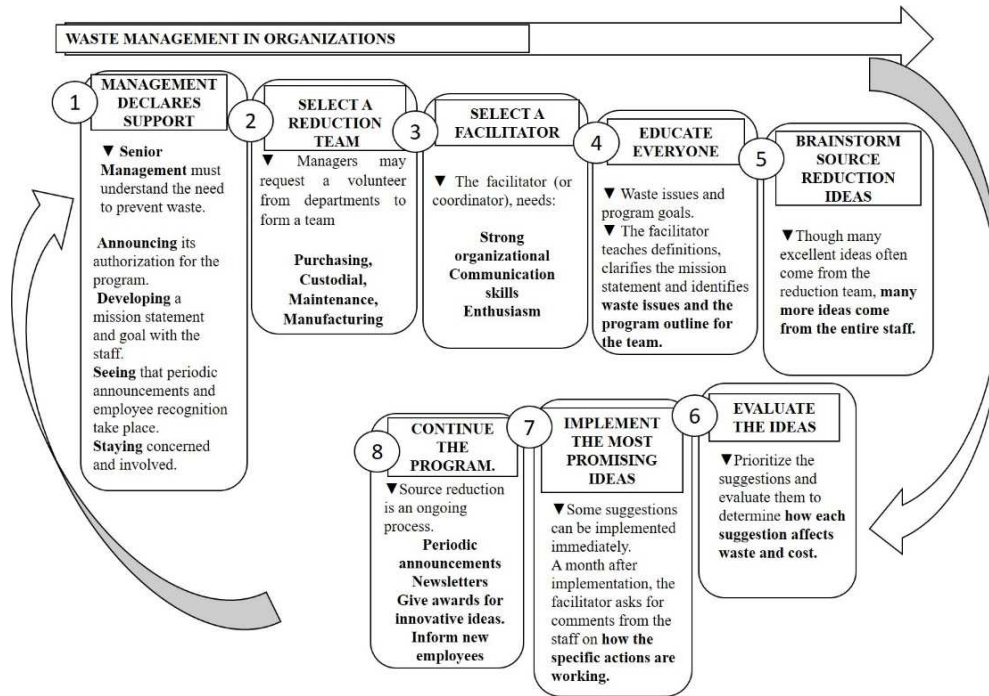


Fig. 1. Developing a waste management strategy [7]

It is not enough that support to be only from the authorities, there must be also an active involvement from the organizations in creating a sustainable environment. The individual and organization's responsibility for environmental protection is a precondition for the survival and well-being of mankind and should be promoted through specific policies and instruments [5].

Due to the arguments discussed, it is necessary to create better management practices to be implemented inside of the organization. Most of the practices applied offers solutions for the following activities:

- Information and awareness campaigns;
- Purchases of green products and services;
- Analysis of the impact on the environment;
- Approaching the life cycle of a good, service or project;
- Use of product-service systems;
- Actions for the protection of biodiversity and the creation of economic added value from the protection of ecosystems;
- Systems implementation for environmental management.

Studying practices in the organizational field and using the activities listed above, the authors come with some suggestions for improvement to develop a strategy on waste management in the

organization (Figure 1). These are presented thereby.

1. The Step 1 involves developing a case that gets the attention of senior management. Identifying with the organization's values and what is inside it to measure opportunities for minimizing waste. It is recommended to identify the areas where waste is generated, collaborating with key personnel, especially those who operate each stage of the process. From this practical information, a well-structured plan of ideas is made that must be presented to senior management.

The overall Announcing, Developing, Seeing, Staying (A.D.S.S) case (Step 1) must provide information for each step as presented:

- Announcing its authorization for the program.
- Developing a mission statement and goal with the staff.
- Seeing that periodic announcements and employee recognition take place.
- Staying concerned and involved.

2. After the A.D.S.S case (Step 1) is made it is Selected a reduction team (Step 2) and elaborate a comparative analysis on the organization's performance with industry standards. In this case, the best practices in the

industry can be determined and adapted as good practice lessons. It is important to get input from diverse interests within a business. If appropriate for the size of the business, managers may request a volunteer from departments such as purchasing, custodial, maintenance, manufacturing and clerical to form a team. The team members act as contacts for their departments. Businesses should ensure that team members represent all areas of the organization.

3. When the team is composed the Senior management (Step 1) designates/ Select a Facilitator (Step 3) that has Knowledge,

Skills, and Attitudes (K.S.A) for the issue in question. This step shows important details of attributes KSA in collaborative relationships across the discussed project. Attributes can be classified using the Saaty scale. Using the Saaty scale is essentially an interactive one in which a decision-maker or group of decision-makers transmit their preferences to the person who analyses and after can be debated or discussed opinions and results. The analysis method comes largely from theories about human behavior, including those related to the process of thinking, logic, intuition, experience, and learning theory. The facilitator (or coordinator), needs strong organizational and communication skills as well as enthusiasm for the project. The facilitator collects information from outside sources, relays definitions and priorities, educates and tracks job assignments for the team.

4. After Step 1 and Step 3 are fulfilled next step, respectively in Step 4, imply facilitator intervention to Educate everyone (Step 4).

The facilitator teaches definitions, clarifies the mission statement and identifies waste issues and the program outline for the team.

- First, management must be clear on waste issues and program goals. The mission statement is agreed upon with the team;
- Second, the facilitator provides focus. The team surveys all waste generated in the facility and becomes aware of its economic and environmental impact;
- Third, the team members take what they have learned back to their departments. Photographs taken during the facility waste survey help educate all staff members.

5. The team (Step 2) following the instructions received in Step 4 come together for Brainstorm source reduction ideas (Step 5)

Though many excellent ideas often come from the reduction team, many more ideas come from the entire staff. Avoid criticism of ideas in this step or ideas will not flow freely. Circulation memos or suggestion boxes work well. The following questions can be used for brainstorming:

- Where can we reduce the amount or toxicity of the material used to accomplish anything we do?
- Can any single-use products currently in use be reused?
- Instead of single-use products, are there reusable products that do the same job?
- Are there alternative products that are repairable, refillable or more durable that give a longer useful life?
- Can concentrates or bulk purchases reduce our waste?
- Can we participate in a material exchange so that “waste” can be used as a resource?

6. Following Step 5 are Evaluate the ideas (Step 6) and presented to the management team, which will be informed about how to reduce waste by which the costs will be reduced. Resources are needed to implement waste reduction measures, as well as the formation of a working group that generates ideas. Prioritize the suggestions and evaluate them to determine how each suggestion affects waste and cost. With several people researching different suggestions in cooperation with the purchasing department, this step can be accomplished quickly and decisions made as to which ideas to implement first.

7. The ideas have been evaluated (Step 6) and the working group received resources to Implement the most promising ideas (Step 7) Some suggestions can be implemented immediately. The actions begin, the areas in which immediate savings could be made with minimal cost and effort. A month after implementation, the facilitator asks for comments from the staff on how the specific actions are working.

8. Continue the program (Step 8), the program should be repeated every 6 months

because source reduction is an ongoing process. Waste management should be included in the organization's policies and procedures [6].

After the actions are presented systematically, it is necessary that the implemented ideas be widely promoted. Everyone has a role to play in reducing an organization's waste because everyone plays a role in creating waste. Finally, it is imperative to carry out periodic analyzes to determine what has been achieved and how improvements can be made [7].

The next step presented in this paper is proposing a multicriteria evaluation system for waste reduction in the organization. The evaluation plan was applied after 6 months from the implementation of the waste reduction strategy in one organization, respectively electrical installations and industrial automation organization. When designing an evaluation program, due consideration should be given to the legislation and the way in which the regulations in force affect the decisions regarding the choice of evaluators, the evaluation methods and the role of the human resources department in this process.

### **3. MANAGING AND CONTROLLING WASTE IN THE WORKPLACE**

As the population of the world grows and the level of natural resources consumption is getting bigger and developing countries approach levels similar to those developed, environmental issues are more heightened in the business environment [12]. The business environment, the organizations must manage and control waste in the workplace. In order to do these actions, an performance evaluation system must be implemented. In this sense, performance evaluation for waste reduction represents a "test" of the social maturity, social responsibility integration of the organization that undertakes this action.

Performance appraisal is the key element that any organization should possess. Or, a company that does not have a well-developed performance appraisal system means that it does not evolve or have an overview of the professional capacity and motivation of its employees. The evaluation, therefore, has a

direct or indirect relation with the progress. The evaluation focuses on the progress made, aiming also at what needs to be done to continuously improve the results [8].

Starting from the previous premises, in the context in which the company developed at an alert pace, there appeared the need to develop a performance evaluation system, which very objectively reflects the performance of each department for reducing waste. The purpose was to reward very good results through different non-financial means. In the case of worse results, the situation is analyzed in detail and measures are taken to correct these deficiencies through training courses.

#### **3.1 Proposing a multicriteria evaluation system for waste reduction in the organization**

The plan for the realization of this evaluation system was started under the guidance of a specialist in Human Resources, an old collaborator of the company, who knew the personnel and the realities of the company. Then the research team proposes a seminar attended by all the heads of departments in which the project plan was established, in which the roles of each within the project were established and distributed.

This plan, after long debates between the team members, was outlined:

- Development and implementation of a functional system for performance evaluation of waste reduction at the company level;
- A system of department assessment for waste reduction. In accordance with this evaluation system, rewards are established.

In addition, in starting the plan were considered the major risks that the project can meet:

- The ambiguity of objectives, priorities;
- Incoherence of tasks;
- Inaccuracy in defining activities/responsibilities;
- Exceeded competence;
- Not giving due importance to the project;
- The contradiction between the need for communication/connectivity and the need to ensure confidentiality;

- The tendency to delay the terms under the pretext that there are other priorities.

After the risks were established, the Gantt chart, the project team record and the problem control register were made. Then was establishing the project plan, each of the company's departments proceeded to elaborate on the objectives. Each one came with proposals, and during extended sessions, they were put together, analyzed and the objectives common to all departments were established.

The departments of the company are the following:

1. Production Electrical installations and special electrical installations;
2. Industrial automation and switchboards;
3. Design;
4. Sales;
5. Accounting;
6. Human Resources.

It followed the establishment of the common objectives of the departments. These were: information and awareness campaigns; purchases of green products; motivating staff and protection of biodiversity. With the plan in front, the objectives common to all departments, we went to the following phase: establishing the performance evaluation criteria, valid for all employees of the company.

The choice of performance criteria implies the prior identification of the most important characteristics, responsibilities and types of activities specific to each department. The most accurate identification of the performance requirements implies the prior elaboration of a list containing the objectives that must be met. Performance criteria:

1. Water consumption;
2. Recovered materials;
3. Recycling materials;
4. Resource management;
5. Ecological adaptability;
6. Team spirit;
7. Organizational capacity;
8. Taking responsibility;
9. Workspace;
10. Hazardous materials.

Each of the 10 criteria will be detailed on a scale from 1 to 9 for each department to be scored. Each page will be dedicated to each

criterion. The evaluation will take place in the form of a seminar between the members of the department, the senior hierarchical chief and a representative of the Human Resources department. Each participant will have a form. The discussion will be conducted amicably, with each criterion will come with arguments that justify the scoring.

In the first phase, there will be a testing period of the evaluation system on a number of approximately 20 persons selected from all departments of the company realize the shortcomings of the form, discover the difficulties of putting into practice, or retouch some forms unclear. The regulation training was presented at each department of the company.

### 3.1.1 Regulation training

The form below is divided into three levels. Each level corresponds to certain notes:

- Superior, with scores of 9, 8, 7;
- Medium, with scores of 6, 5, 4;
- Weak, with scores of 3, 2, 1.

For each criterion and for each level there is a brief detail (Table 2). Only one score out of 9 will be awarded for each criterion. Scoring:

- From 60 to 90 points - high level of awareness, the department has fulfilled the complete tasks given for waste management; it achieves and even exceeds its goals;
- From 30 to 59 points – the average level of awareness; the department corresponds to the standards, without excelling; it achieves its objectives, without trying to exceed them;
- From 10 to 29 points - low level of awareness - the performance of the department is poor; it requires special efforts to reach the standard; in carrying out the tasks he needs the intervention of the boss and his colleagues.

After all the criteria were applied the results indicated that the Production department has been successful and has been involved in the issue of waste management in the organization.

In this sense, efficient control of the materials used to manufacture the products and even the reduction of any product residue has brought a positive impact on the overall costs and the time management of product development. (as seen in Figure 2).



Table 2

**Resource management performance criteria**

Rating system	Criterion detailing
9	<ul style="list-style-type: none"> <li>Is interested in the quality of its services, trying to make minimum errors and use minimal resources;</li> </ul>
8	<ul style="list-style-type: none"> <li>Respects the deadlines, efficiently solves the tasks during the working program;</li> </ul>
7	<ul style="list-style-type: none"> <li>Prioritizes their activities and organizes their working time very well;</li> <li>It is operative, it manages its allocated resources very well, even makes savings when appropriate;</li> </ul>
6	<ul style="list-style-type: none"> <li>The works are qualitative, but they do not always manage to fit in the resources available to them;</li> </ul>
5	<ul style="list-style-type: none"> <li>Performs its tasks in a timely manner, but sometimes it is necessary to stay on top of the program to complete them;</li> </ul>
4	<ul style="list-style-type: none"> <li>It does not always know its priorities and is lost in less important details;</li> <li>It is not interested to use the resources optimally, but the results of the work are good;</li> </ul>
3	<ul style="list-style-type: none"> <li>Fails to fit in the allocated resources, requesting the offset of the established deadlines;</li> </ul>
2	<ul style="list-style-type: none"> <li>Needs help to complete his tasks and to organize his activity;</li> <li>It does not plan its activities and does not know its priorities;</li> </ul>
1	<ul style="list-style-type: none"> <li>Often makes mistakes due to lack of organization in the management of resources;</li> <li>Does not understand the importance of saving;</li> </ul>

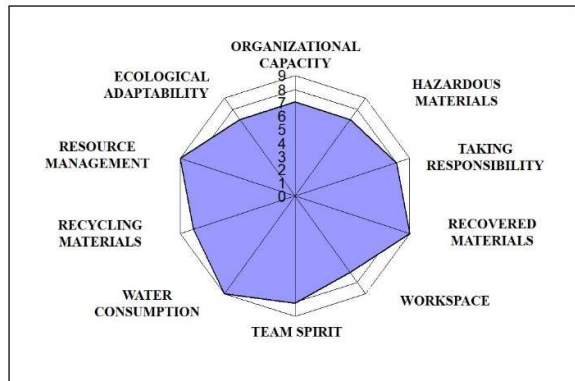


Fig. 2. Results after all criteria were applied

Following the waste management strategy plan, it is observed that Water consumption, Recovered materials, Recycling materials, and Resource management have indicated

improvements of waste reduction notified by Senior management (Step 1) as well as the fact that the involvement of the Production department team (Step 2) was due to the training mode realized by the facilitator (Step 3) through the education step (Step 4 and Step 5).

Waste reduction was found to have a weight of 20%. in the production department. (Step 6 and Step 7).

The research conducted by the authors point that inefficient systems and procedures lead to unnecessary costs while adequate systems and procedures for sustainable waste management reduce costs and emissions and demonstrate an organization's commitment to corporate social responsibility.

**4. CONCLUSION**

Urbanization has impacted the way organizations act on the waste produced. Urgent measures are needed to implement proactive actions for household waste and what effects they have on the environment. One of the great problems of our society is that we do not realize that our lives are suffocated, affected by tons of waste that we do not manage properly. One of the first steps we need to take is to understand why we need to proceed with separate waste collection, recycling and finally improving living conditions.

The evaluation system presented in the paper was tested between March and August 2019 in the 6 departments on a number of 67 people. It is a very relevant and operational evaluation method. The discussions were very open, relaxed, and the employees were convinced of the good intentions of applying this system, that the results are expected to be positive. This evaluation helps motivate, recognize the merits, obtain rewards, or establish training, and improvement programs.

The evaluation of the performance, which plays a significant role, from the perspective of the organizational performance, implies the measurement of the group performance to improve them. Therefore, the evaluation should not be limited to the measurement of previous performances, but also to the estimation of future performances, especially if objectives



regarding staff training and development are pursued.

Performance appraisal should mean more than just a formal procedure or a way to scare employees, sanction, or lay off them. This practice of human resources must be viewed in a pragmatic way, as a way of capturing the level of development reached by employees at a given time, a prediction for future performance, as well as a starting point for personal development and training programs. professional. The conclusions of the evaluative actions can have a special significance in the context of the elaboration and implementation of projects aimed at the social awareness and involvement of the organization.

The evaluation and review of professional performance demonstrate the formal, periodic determination of how the members of the organization perform their tasks specific to the position they hold in relation to the established criteria, evaluation standards, and methods used. The way the evaluation system is used and the way the evaluation results are communicated can significantly affect the morale and climate of the organization. The results of the performance evaluation are taken into account for other processes that are limited to human resources management, such as training processes, improvement, promotion, reward, etc. and contribute to the substantiation of specific decisions.

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### **Evaluare performanțelor pentru îmbunătățirea condițiilor de lucru și susținerea inițiativelor managementului deșeurilor în organizație**

**Rezumat:** Lucrarea de față atrage atenția asupra gradului de conștientizare pentru schimbarea comportamentului civic al angajaților cu privire la gestionarea deșeurilor în cadrul organizațiilor și oferă o soluție pentru gestionarea deșeurilor în organizații prin inițierea de planuri comportamentale. Autorii subliniază necesitatea unei colaborări proactive între practicile de gestionare a resurselor umane, ca implicare în strategiile de gestionare a deșeurilor, precum și a executivului organizației în strategiile de gestionare a deșeurilor. Aceste două funcții organizaționale lucrează împreună pentru elaborarea de planuri de formare a comportamentului angajaților privind sortarea deșeurilor reciclabile în organizații. Studiind unele practici ale organizațiilor locale, autorii vin cu câteva sugestii de îmbunătățire pentru a dezvolta o strategie privind gestionarea deșeurilor în organizație. Autorii propun o strategie pentru reducerea deșeurilor și un sistem de evaluare pe mai multe criterii pentru reducerea deșeurilor într-o organizație. În acest studiu au fost evaluați angajații unor șase departamente, ai unei companii de instalații electrice și automatizări industriale.

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