

HUMAN RESOURCES MANAGEMENT STATE OF THE ART IN TERRITORIAL PROFILE

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Abstract:

We live in a dynamic world, in each aspects of life, fact that changes concepts rapidly and force us to adapt. It is easy to understand that the economic life is in the same process, but the actors are more aggressive than ever, the competition is high, the rules are not the same, and the point is even more than ever. Within this context, for all economic agents, the adaptation becomes a condition to survive, and the ways to adapt and the benefits obtained become a condition for performance. We consider technology and innovation as elements for competitive advantages, as main instrument in competing on a market which became the buyer's market, fact that determine a significant growth of the customer importance. But, if we refer from a larger perspective, we find the main element for competitive advantages: human resources. The human resources are those that through their value, abilities, skills, attachment, team spirit, support the organization to reach performance. Therefore, more equitable is to say that human resources represent the most important advantage of a company to succeed. Of course, it is not enough, but offers more than the financial capital, because of the simple fact that the last one you can find it more easily but, finding the right people become more difficult and the human resources administration becomes the mission of human resources management. Here we can find many problems, their nature and cause being very different. It is well known that in the countries with experience in market economy, human resources management has a vital role in organisation, so we will see how the Romanian companies will adapt to this trend and how many changes will have.

Key words: human resources management, counseling, skills, abilities, motivation, SWOT analysis, diagnostic analysis

JEL Classification: J24, J28, M53, M54

1. INTRODUCTION

We live in a changing world, in every domain. The technology represents an important factor but not the most important. It comes from the changing mentalities along the time. This change in way of thinking brings new trends, and the first domain affected by the "changes wind" is the economic domain.

Referring to economic domain the "new" could bring many advantages and could head the organization to performance, high quality products, consumer to satisfaction. The concept itself of management and human resources is a result of the contemporary age.

Even if the technologies are surprising, enthusiastic, bringing the competitive advantage, they do not represent the most important part of the capital. If we try to find the sources of these innovations we get to the human resources.

The present paper intent to present the results of a research done at regional level, based on interviews operated in some successful organization in the county Suceava, with the purpose to identify the maturity of Human Resources practices within these companies.

2. HUMAN RESOURCES AND HUMAN RESOURCES MANAGEMENT – THE ROLE IN ORGANIZATIONAL PERFORMANCE

Humans, through their nature, beginning with the first stages of the history, have always had a creative side; ready to search for something different than it was known, trying to find new applicability of different things in domains with no link apparently. It is true that there are few people with special abilities in this domain, but this aspect gives a greater importance to humane resources, even greater than the one of technological or financial capital.

The humans created all the technologies; they are the promoters of any action and the most valuable good of an organization.

No matter of historical period or type of the society, the quality of the human factor determined the quality of the results. In this case, the affirmation that human resources represent fundamental resorts of economical and social development not seems exaggerated in the period when human resources management brings often into discussion the strategic role of human resources.

Without taking into account the attitude that we find in practice, which is not very good often, even the most reticent manager could not deny the fact that human resources are those who identify and give value the strategic opportunities in organization.

„The business world is in a continuous process of change”. This phrase dominated and the economy of the last decades and still does. The organisations makes strategic plans, try to foresee the change and to adapt to the changing environment, to the expanding markets, or to the consumers growing demands. Much more, much better, much faster.

Human resources must also be ...at the right place...with the right abilities...at the right time. Employees are not anymore only workers and chiefs/bosses, but internal collaborators and official leaders, top managers, compartment managers, supervisors, project coordinators, consultants aso. The business success is always a goal to be reached, and therefore a great pressure is put on the employees – they are responsible with maximizing the business result.

The human resources management can be an instrument, a way of proceeding, a manner to improve the results of the company, taking into account the employees interests. The employer-employees system works perfectly when the interests of both sides are identified and solved, and the human resources management, together with its other roles, tries to identify also the levers that can satisfy, in the same time and same measure both the needs of the organization and the human resources needs.

The situation described before is considered to be an idealistic one, but, unfortunately not so often funded in practice. At a first look, the two sides seem to have different interests: on the one hand, the organization goal is to obtain the best results using the human resources, and, on the other hand, the human resources interest, considering that a growth of the organization requirements can lead to a great pressure on employees.

Human resources management can reduce the perception differences of the two sides and can contribute to the satisfaction of the both groups' interests. But this is not the only vocation/contribution of the human resources management. Also identifies the best human resources for the company needs, coordinates their integration into the company, evaluates their performance in activity, identifies the best ways to motivate them to accomplish their tasks, and finds the methods to create the proper working environment, without conflicts, in order to obtain the best results.

Referring to Romanian context, an economy in development, most of the managers and entrepreneurs motivate their failure in business especially because of the improper financial resources management of the organization. Few of them realize that the failure could be caused by improper human resources management, motivation or improper correlation between the performances and recompenses.

the task was to investigate, on a questionnaire basis, the human resources managers and the general managers from 39 companies around Suceava County.

The main goal was to make a detailed analyse of the human resources management characteristics, comparing with the national trends, but also from its regional specificity point of view, determined by the historical, political, social factors.

In a limited area (Suceava County respectively) the study was made, inter alia, to identify the causes for eventual deficiencies, and pertinent ways to contribute for improvement of the state of art.

The research was structured in four main stages:

1: Diagnostic analysis of human resources management at the level of companies from Suceava County;

2: Data analysis, obtained after the SWOT analysis (human resources management characteristics at the regional level);

3: Identification of the main problems in the field of human resources management, at regional level;

4: Concrete proposals to solve the problems identified, using the P.C.M. method (Project Cycle Management): Regional Centre for Counseling in Human Resources Management.

Stage 1

The main point was the diagnostic analysis of the organisational structure, in order to identify the strengths and weaknesses, and to find the problems and also solutions.

The target of the research was the companies from the county, with good economic results, starting with the premise that, on the one hand realisation and adaptation of an efficient management lead the organisation to performance, and, on the other, that the companies with profit and success in activity have also a good administration of human resources. We have studied the guide of companies „Top Bucovina 2006”, realized by the Chamber of Commerce, Industry and Agriculture Suceava, where the companies were classified on profit and turnover criteria.

Have been selected the companies with high performances, on the motivation described before. The homogeneity of the companies studied can be seen from these points of view:

- qualitative, the companies from the top of performances obtained in the past year;
- temporal, the companies was investigated in the same period of time with the best results reported;
- territorial, all the companies are from the same geographical area, Suceava county;

From a total of 50 companies selected, we received a positive answer for collaboration from 39, number that assure an accurate result. The distribution of the companies in the county territory was realised according to the weight of each locality in the total economical activity of the county.

Table no.1. Disttribution of the companies in territory

	<i>Suceava</i>	<i>Câmpulung</i>	<i>R d u i</i>	<i>Siret</i>	<i>Vatra Dornei</i>	<i>Gura Humorului</i>	<i>F lticeni</i>
No. of companies	21	4	6	1	2	3	2
Weight	53,8 %	10,2 %	15,3%	2,5%	5,1	7,8%	5,1%

The distribution regarding the activity domain was sedate, in accordance of the regional structure on the main activities, internal trade being dominant 7 companies - 18%, light industry - 6 companies 16%, constructions of machines, equipments, instalations, 4 companies - 11%.

The questionnaire applied includes 4 categories of information:

- ✚ identification of the company;
- ✚ identification of the weak points, strong points in human resources management;
- ✚ opportunities and threats;

causes for weaknesses identified.

The part for identification of the weak points and strong points contain 49 closed questions with 2 possibilities for answer, including the aspect at strong points or weak points, having the possibility to make comments/suggestions, and the questions are structured in 5 modules: General aspects, Human resources planning, Recruitment and Selection, Human resources motivation and reward and human resources development.

The dates have been processed and summarized, each question being included at strengths or weaknesses (where appropriate), according to responses of all 39 companies. Unfortunately, it is not possible to make a graphic analyse of all questions or an individual interpretation, because of the limited space.

2nd phase – data processing after SWOT analysis

We opt for SWOT analysis because all the aspects investigated are highlighted, in accordance with the answers received. This analysis offer significant advantages. After the questionnaires have been applied, after data processing, we obtained the following results for the companies investigated.

Strong points	Weak points
Age structure in companies	The human resources are not appreciated as sources for competitive advantages
Cooperation between human resources department and department managers in human resources administration/management	The human resources managers have no specific studies (economy or psycho-sociological studies)
The personnel manager has the responsibility of human resources management	Human resources managers did not attended training courses in human resources management
The guiding role of human resources managers	The other department managers do not appreciate the value and importance of the activities from human resources department
Harmonisation of Work Code foresights and the owners or general managers requests	The human resources manager do not contribute to the strategic process of decision making related to general business aspects
The impact of the organisation's goals on each compartment	Only the department managers have the responsibility to guide/administrate the human resources
The personnel number is in accordance with the company activity	Human resources managers don't have the power to influence and to implement their initiatives
Development of the recruitment strategies	The mentor role and the services delivering role of the human resources manager is not fulfilled.
Distribution of the personnel according to their professional formation	Lack in collaboration with private consultants or human resources management consulting companies
Recruitment of a significant number of applicants	Disparity between the internal measures and reform measures of the regional lifelong learning system (from labour market)
Recruitment from internal resources	Lack in project development through regional programs for human resources development (Phare, Defit etc.)
Recruitment from external resources	Few information about human resources programs or institutions related to human resources at regional level
Job description is well prepared	No use of forecast methods to indentify the need of employees
Internal methodology for human resources selection	No periodical evaluation of the human resources competences deficit
Adequate selection techniques and instruments	Neglecting the action plans for anticipation of the human resources need.
Fair selection organisation by selection responsible persons	No monitoring for future human resources availabilities
Employees are involved in reaching the company's goal	Employees needs and interests are not identified
Personnel evaluation activity	No wages related policies to attract the best qualified

	human resources
There is a motivation system for company's employees	The basic motivation theories are not known
Implementation of a evaluation system for individual performances, on the basis of well defined criteria and methods	No individualisation of motivation techniques according to the employees needs
The training need of the employees is known	No awareness related to investments in human resources development
Internal trainers are used for employees training	Employees attendance to external training and qualification programs outside the company
Job promotion	Organisation of training programs inside the company is often neglected.

Opportunities	Threats
A dense network of schools and universities	No active policies at regional level in human resources development programs
Existence of basic conditions for human resources investments	Emigration of human resources after attending the training programs
Educational level is quite high	Emigration of the high skilled human resources Low public budget for education
The NGOs involvement in social services and professional formation/training.	Disparity between educational offer and labour market demand
Electronic service to link the demand and the offer on the labour market, implemented by the National Agency for Employment, available since 2002, no charge (www.semm.ro)	Consulting services providers with lack in competence and accreditation
Phare programs for human resources development	Lack of practical knowledge of high-school and university graduates
Diversification of the offer for training programs and also distance learning	Increases in number of persons working in agriculture, because they had no opportunity for employment
The human resources from Suceava County is well trained, relatively young with good possibilities to adapt to the market economy demands/exigencies;	
Existence of „tefan cel Mare” University of Suceava	
Existence of CEFIDEC and FAMDA headquarter in Vatra Dornei (Mountain Agriculture Federation), both organisations offering coordination and guidance in the rural tourism domain and also agriculture.	
Suceava County is included in the area of North-East Development Agency, fact that determines a better future implementation of the regional development programs	

Some observations must complete the SWOT analysis.

Referring to opportunities, there is a need for high efforts regarding regional and local development policies, sustainable modernization of the infrastructures, plans for expanding the schools network, and also a program to inform about the Centre for Professional Training in Work Relations Domain (www.cpppim.ro). This Centre is unique in Romania and organises training courses for human resources managers.

3rd stage – Identification of the main problems in the field of human resources management, at regional level

As a result of the analysis some aspects must be presented:

- ✚ The human resources are not appreciated as sources for competitive advantages ;
- ✚ The human resources managers have no specific studies (economy or psycho-sociological studies);
- ✚ Human resources managers did not attended training courses in human resources management;
- ✚ The human resources manager do not contribute to the strategic process of decision making related to general business aspects ;
- ✚ Human resources managers don't have the power to influence and to implement their initiatives;
- ✚ Disparity between the internal measures and reform measures of the regional lifelong learning system (from labour market)

From the main causes of the problems mentioned before we can mention:

- Lack in knowledge regarding the modern motivation theories of the human resources management;
- The role of the personnel manager is not being recognised in the company;
- The human resources manager is not consulted in strategic decisions related to business;
- At the company level there are other business priorities, the human resources being often situated on the last place;
- The lack of time delays the elaboration and implementation of a human resources strategy;
- No support from the general manager;

From the problems mentioned before, we have extracted a key problem: Lack in human resources management in the area, sustaining the initial hypothesis. In order to find a solution to this problem, we have continued with the elaboration of a regional project, which will be implemented in partnership with the Chamber of Commerce, Industry and Agriculture Suceava.

5. CONCLUSIONS. CONCRETE PROPOSALS TO SOLVE THE IDENTIFIED PROBLEMS

In our opinion, one of the most important inconvenient is the fact that the human resources managers do not have professional knowledge in the field of HRM. Many of them have other qualification (juridical studies, philology also) and they never attended training programs. This aspect is most of the time the cause for lack of knowledge regarding motivation, strategic planning and other human resources functions, and, as a result an inadequate management of human resources, with negative effects on organization. Unfortunately, at regional level there is no structure to offer counseling and to prepare the human resources managers and such a structure could support the organizations in human resources management, training, administration aso.

Therefore, the research team, most of them being members of CAST – Entrepreneurial Student Club (Clubul Antreprenorial Studenesc) proposed to the Chamber of Commerce and Industry Suceava, to establish the Regional Centre for Counselling in Human Resources Management.

The Centre should function as a part of the Chamber, offering services to the companies from Suceava County. In present there are created the guidelines for this structure foundation, being a Pilot-Centre for 6 month, supported and financed by the CCIA Suceava. For long term, the centre will sustain itself through consulting and information services in the field of human resources management, with the condition that, in these 6 months of pilot -project, the membership of the chamber (companies) will ask for support in human resources management. In order to establish the goal of the project and the steps to reach the goal, we used the PCM method to identify the actions and indicators to measure the project impact.

We present shortly the goal of the project, target groups, specific objectives and the main activities developed by the Regional Centre for Counselling in Human Resources Management.

(a) The goal of the project: development of human resources management through counselling and further training for human resources responsible from different companies from Bucovina region (Suceava County); training courses for initiation-perfecting in actions developed by the Regional Centre for Counselling in Human Resources Management;

(b) Target group: 1) human resources responsible/managers from different companies from Suceava county; 2) CCIA Suceava consultants, who will benefit from training and future trainings in order to become counselors in human resources management; (3) graduated students who wants to work in human resources domain;

(c) Main activities: Counseling for human resources management and organisation; training activities; information about human resources policies and regional strategies.

The first step will be creation of a logistical and human structure - Regional Centre for Counselling in Human Resources Management – RCC-HRM that will offer efficient modalities for initiation and/or further training in human resources management for different entrepreneurs from the region.

Specific objectives of the project:

1) creation of a logistic structure in order to sustain the implementation and sustainable development of RCC-HRM;

2) creation and sustainable development/further training for the trainers group (lecturers) that will offer counselling, training courses on human resources management different themes;

3) realization of a newsletter – up to date in order to disseminate the human resources strategies, developed at regional level, and also the up to date aspects from the human resources management theory;

4) organisation of training courses for initiation -further training in HRM.

To the train of trainers courses and human resources managers further training will participate consultants from different domains, lecturers on the field of economic from the area, specialists with practical experience in the specific domain.

In order to create the training curricula, the human resources managers' proposal will be taken into account, but will be created by the accredited trainers, responsible with the project implementation. For problems related to work legislation will be contacted specialists (inspectors and lawyers).

The Regional Centre for Counselling in Human Resources Management goal is to create human resources specialists in Bucovina region (Suceava county), but also in North-East Development Region, through development of human resources organisation and administration activities, development of modern human resources motivation techniques, development of counselling competences for all stakeholders from human resources management domain, from the companies' level – top-managers, compartment managers, human resources managers.

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