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. 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 punt 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 form 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 what 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 human 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 in putted 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.
3. HUMAN RESOURCES MANAGEMENT STATE OF THE ART IN ROMANIA

If we consider the training magazines or career management magazines, they all live you the same sensation. Those, in Romania, the things are good. That we can focus on niche aspects. Most of the time, the sensation – artificial – created is that in Romania the human resources management is as good underlined at company level as in abroad. But, unfortunately the things are different.

A study, Romanian HR Profile 2007, ordered by Business-Edu and Corporate Dynamics International, confirm this aspect. The study, as a result of 501 Romanian companies questioning, from all the territory, can sustain that the situation of human resources managers have improved, but it is far from the desired one.

First evidence is shown by the average level of the budget allocated by the companies for training and development of their employees. In the knowledge society, the growth of the indicators related to learning and human development comes in advantage of each company that has a long term strategy of development. But, if we relate this aspect to the decrease with 5,4 points in percentage of the companies weight in studies regarding the employees opinion, we can conclude that the year of integration produced no significant change in strategic human resources management.

Romanian HR Profile 2007 study underlines the fact that the top-managers have the tendency to participate at trainings with almost one third less than the other employees. The perception that the training is not a priority for some of the top-managers can be caused also by the lack of trust in training programs available in Romania. The study shows the fact that 48% from the human resources directors consider the qualification/training on the job is the most efficient learning method. The main problem, in the employer’s opinion, is still the recruitment and selection of the personnel, for both qualified and unqualified. Therefore, the recruitment companies have a difficult mission, and most of the companies are not satisfied by externalizing this activity. The human resources consulting market increased in the last two years, in terms of number of companies, but also in terms of turnover. There are some services required. Many tenders are organized for performance evaluation, for example, but the companies require this service gradually, not at strategic level. They mostly focus on creating the evaluation instruments and not on introducing the human resources strategic development system. Therewith the analysis and job evaluation is another service required by the clients.

The gap between theory and practice, in Romania is still significant. Even the companies sustain they apply strategies, measures, investments; the number of companies really applying them is still limited.

4. THE STATE OF HUMAN RESOURCE MANAGEMENT IN REGIONAL PROFILE

In Suceava County, after 1990, the transition from the socialist period to capitalism was too fast comparing to the West-Europe countries, where this evolution was the result of many decades of development and experiments, and the transition to the next levels was realised on a basis of a wide experience. That is why we have a lack of human resources management culture, and as we argued before, this is the key factor in organisational performance.

Research about the human resource management state in regional profile

The concern for research about human resources management state in regional profile it is not new in Faculty of Economic Science and Public Administration. The research started in 2005 with a study coordinated by management department. The results were surprising and underlined the significant difference between practice and the recommendations of the theory.

In this year the study was updated, being used the same interrogation categories, only the list of the companies being changed. The research team was created with 8 students as interviewers and
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>
<thead>
<tr>
<th>Table no.1. Distribution of the companies in territory</th>
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<tbody>
<tr>
<td><strong>No. of companies</strong></td>
</tr>
<tr>
<td>----------------------</td>
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<tr>
<td>Weight</td>
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</table>

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 panning, Recruitment and Selection, Human resources motivati on and repay 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.

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

Implementation of an 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.

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