

## CHANGES AND MUTATIONS IN HUMAN RESOURCE MANAGEMENT CONCERN ROMANIAN COMPANIES, IN THE ROMANIA'S INTEGRATION CONTEXT WITHIN EU

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Romania's European integration process requires some important transformations in social, politic and especially economic domain. Successful economic reformations are conditioned by the manner in which is valuated the national human potential. Per se, at the level of Romanian companies, is necessary an instauration of a new human resource management approach, capable to ensure a competent staff, able to cope with any future changes or difficulties. In order to respond to this task is obvious that all Romanian companies need to change old practices in human resource management area.

### 1. GENERAL ASPECTS OF HUMAN RESOURCE MANAGEMENT

The role played by human resource management within companies has changed dramatically. Human resource practices evolved at the beginning of the Industrial Revolution, when enterprises required large numbers of employees with specific skills to operate their machines. Since then, rapid changes within companies have taken place which have had a profound impact on the role played by the human resource management professional. Human resource is now required by enterprises to play an active role in order to be successful and remain competitive. Today, human resource function is being asked to respond by cutting costs and finding creative ways to add value to the business. As few years ago K.D. McKee mentioned, for the next period there will be few important issues in human resource domain that will play a fateful role [8]:

- an increase in cross-border employment;
- a workforce that will be comfortable in, and with, other cultures;
- the use of just-in-time professional workers;
- more innovative compensation practices;
- a more selective approach by employees regarding their careers;
- teams playing a major role.

All these future trends have to be included in every organisational strategy that companies from Romania needed to build in the perspective of EU integration.

### 2. BRIEF HISTORY OF HUMAN RESOURCE MANAGEMENT IN ROMANIA

Human resources earn a special international importance because there are considered at the present day main strategic resources for a company that has to be capitalized at a higher level and also necessitate important investments. Many companies from USA, Germany, United Kingdom, Japan, Canada etc. have registered successes due to special attention conferred to human resource management and to a better capitalization of own human potential.

In Romanian companies, human resource management approach appeared after 1989, by changing organizing system of Romanian economy. Before 1989, personnel departments are focused on some aspects of this area, such as: personnel evidence,

norms fulfilment, work discipline. On the other hand problems related with terms as: performance, career, competences development or motivation were ignored.

Along with the mutation of Romanian economy system to a market oriented economy many companies from Romania are reconsidered their position concern human resource policies. Unfortunately many of these changes were only in terms of name and not focused to change the content.

### 3. FACTS OF ROMANIAN COMPANIES CONCERN HUMAN RESOURCE MANAGEMENT

The role played by human resource department within Romanian organisations is still reduced. Although is recognised the strategic importance of human resource, managers from this area are classified more as executants of decisions rather than strategically partners in companies management. Some scientific papers and studies revealed that in 78% of analyzed companies, decisions concern human resource management activities are made by general manager.

Also to emphasize the importance of this domain is necessary to say that each company need to assign a special budget for deal successfully every problem related to human resources. Also, some studies mention that only 24% of analyzed companies had such special budgets. Among these companies, those with over 250 employees had this budget in 40% of cases. On the other hand, only 23% of small companies use this budget.

This situation reflects the fact that Romanian companies didn't give adequate importance for investments in human resource area. Considering strategic importance of the domain is necessary to establish a proper strategy that has to anticipate the level of investment necessary which will be used for developing the potential of these resources.

Investments in professional training within Romanian enterprises keep it up to low level. Eurostat statistics for 1999 underlined that only 0,5% of total workforce costs were invested in continuous training courses. This value is lower than the values for the same index concern countries such as Hungary or Czech Republic.

Recently, a study of Romanian National Observatory has revealed an increasing attention of Romanian organisations for improving quality and competences of human resources by using programs of continuous education and specialized forms of training.

Besides of all these it is necessary to mention that only 44% of analyzed companies outline a strategy for human resource and only in 33% of cases this strategy is correlate with the overall strategy of the company. Also, only 40% of companies indicate that they have budgets for training programs and only 52% of these companies make an assessment of the results of these programs.

Another aspect that has to be underline refers to professional training problem. In respect with this, a competitive human resource management maybe carry out only with qualified people in human resource domain. Looking to main interest areas inside the domain, could be made a hierarchy which reveal some present challenges for the managers in human resource area [6]:

- conflicts management;
- personnel motivation;
- interpersonal communications.

A final problem for Romanian companies during this period regards personnel oscillation. In order to explain more about this thing is important that companies understand to maintain people within the organisations, especially employees with high qualifications. Attempting to present the causes of personnel fluctuation, could be made few specifications: inadequate recruiting and selection process for candidates, weak

preoccupation for integration of new employees within teams and departments, improper motivation, insufficient use of internal communication.

Concern all these problems mentioned above and which are refers to human resource domain, could be revealed some weaknesses of Romanian companies that has to be corrected in change demarche of human resource domain into a strategic process for company management.

#### 4. CHANGES OF HUMAN RESOURCE MANAGEMENT APPROACHES IN ROMANIA

A first step in this area refers to the pass in terms of recognising the strategic importance of human resource management in the activity of modern organisations to according of a key role as a strategic partner, to the company management, for the people involved in the human resource activities. So, implicit is necessary to create a strategy in human resource domain in correlation with the overall strategy of the company. Main directions that have to be followed in human resource area could be [7]:

- personnel assurance;
- performances assessment;
- employees rewarding process;
- employees development.

In connection with this approach another theme is the investments in human resources of a company [4]. The results of these investments could be concretized in three domains:

- general and professional knowledge;
- *savoir faire*;
- *savoir être* - ability to manage and communicate, assuming responsibilities etc.

A continuous improvement of human resources competences launch a new challenge for human resource management, but is necessary to look carefully to Romanian companies that need to recuperate an important gap in comparison with European level. This challenge is represented by a new concept called *learning organisation*, approach evolved by Peter Songe. This type of organisation is characterised by constant effort of his members in direction of increasing the level of qualification and competence, collective learning and whiles the change is accepted and perceived as a normal state [2].

For Romanian companies is important to use a very wide distributed practice of EU countries: *temporary work*. It is obvious that this opportunity will offer few benefits for companies:

- enable possibilities of solving conjunctures needs for work force, which are determined by unforeseen production and requests augmentation, unexpected absence of some employees;
- fewer work litigations;
- enable exclusion of failure generate by personnel oscillation and attainment of reversible choices in personnel recruiting and selection.

The process of Romania's integration in EU will create a new challenge for Romanian companies in terms of workforce diversity. The diversity of workforce has to be capitalized because heterogeneous teams are much more efficient in solving complex problems. The new workforce market will generate some pressure on companies in terms of how could attract skilled people for face new, competitive and challenging EU markets. In order to confirm and use many of Fayol's management principles is important to encourage team spirit inside the company, support and create an organisational climate that could enable free discussions, open communication and optimum organisational relations that will lead to a modern and flexible organisational culture. This new culture approach means people

of different qualifications, with different ethnics or religious orientation, from different countries, with divers work styles and various manner of thinking, but with the same interest: precisely accomplish of the company mission and objectives.

To obtain performance and become a competitive organisation each company and each manager have to answer exactly to few questions mainly focused on human resource matter, such as [3]:

- How can we attract and retain people who can live with uncertainty?
- How can we get and maintain the loyalty and commitment of our employees?
- How can we develop methodologies that help managers and experts understand and commit themselves to working together?
- How can we build an organisation culture and structure in which employees feel satisfied and challenged?

Looking to all these questions each company from Romania has to structure an own strategy that could help in terms of commitment, loyalty, adequate organisational culture, flexible organisation and proper relationships employer-employee.

## 5. CONCLUSIONS

Changes are taking place not only within the organisation but also in the people working in them. Today, companies are only prepared to employ individuals who can add value while individuals are only interested in selling their labour to the highest bidder. Thus, the challenges facing human resource are complex and multiple [1].

If we look to Eurostat statistics we could start to build a flexible plan in order to focus recruiting and selection activities in the next years to what require European labour markets and in order to keep forecasting trends. Thus, many studies present that, in 2010's perspective, in EU countries:

- 50% of new jobs will be tenured by university graduates;
- 35% of new jobs will be tenured by people with medium qualification but with high competences;
- 15% of new jobs will be tenured by people with low level of qualification;
- 80% of jobs will require information technology utilization.

Also, Romanian companies have to consider in the European integration perspective to include in the process of human resource management two important approaches: temporary employment and workforce diversity.

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