

EVALUATION OF HUMAN RESOURCES BY THE METHODS OF TRAINING, RECRUITMENT AND SCORING

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Abstract:

Most the times, the evaluation of human resources is associated with the reduction or restructuring of staff employed.

Performance evaluation of existing human resources within any organizational structure is an activity required to be achieved, but that is neither easy nor uncontroversial. For the safety of a correct application of the results relating to such an assessment, the whole process conducted should be linked with a technology of advanced assessment, using a logical and "a good sense" for the establishment of the criteria, of the standards of performance and of the methods used.

This research has been carried out in the idea of deepening the assessment of human resources. The applied methods are represented by the methods of training, of recruiting and scoring.

Dissemination of information and of data relating to this research was carried out by the analysis, evaluation and comparison, having a high coefficient of synthetic truth.

All the work of this research was carried out through a rich documentation with a true applicative character, allowing the understanding of all topics addressed. The research was conducted through tables, prompting the creation of relevant conclusions, well argued, that emphasizes the correlations between the concepts addressed.

Key words: *human resources, professional performance, evaluation, recruitment, training, scoring.*

JEL Classification: *O15, L25, D04.*

1. Introduction

From Zoltan (2004) point of view, performance assessment is a general term used in order to present a series of processes where the manager and associations meet annually or biannually to assess their work and to identify new ways to improve performance. This activity is a decision-making process on the quality of work performed by employees of any organizational structure. It is a pivotal process at the organizational level; a criterion for validating the selection procedures.

Performance evaluation plays a central role, an important element or component in the performance management system. This rating signifies how the organizational objectives are transformed into individual goals.

Manolescu (2004) states that whether, for many organizations or for certain managers, the concept of "*performance management*" is associated with performance assessment, performance management system are a much broader concept. It takes account of a number of processes, attitudes and independent behaviors. It is a coherent strategy to improve performance.

Performance management involves systematic approach to human resources management in general and in particular the performance evaluation. As tools, we meet objectives, performance, assessments and feedback. Their role is to motivate employees and to understand and use their creative potential at the highest level. It oversees all formal and informal methods and techniques adopted by the organization and its managers to increase efficiency and effectiveness of the idea of individual and organizational.

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1.1. The current state of knowledge concerning the definition of performance evaluation

Performance evaluation is the core business of HR management performed in order to determine the degree to which staff of any organization efficiently fulfill tasks or responsibilities assigned.

After Fisher, Schoenfeldt and Shaw (1996), performance evaluation is the process by which an employee organization's contribution is valued over a certain period of time.

Deepening existing information in the literature, we can specify that performance evaluation (Manolescu, 2001) is an action, process or some type of cognitive activity by an evaluator assessed or estimated performance of a person based on existing standards and mental representation, its own system of values or his own thinking about the performance achieved.

According to Lemaître P. (1994), assessment means that balance sheet activities work of contributors to regularly develop the idea with them dissemination of progress and solutions needed to be adopted later.

Thus, we see that that definition, complements the concept of evaluation with the following additional items:

- is an activity written periodic, which are repeated at specific time intervals.
This is a form of commitment for both the evaluator and for the rated;
- is a review of the work performed, conducted by reference to the objectives set by the hierarchical chief;
- allows for an assessment of the chances for future development;
- provides the opportunity to exchange opinions between evaluator and evaluated, both with the possibility of free expression on the main outstanding issues in the assessment form.

More and more experts in the field such as Mathis, Nica and Rusu (1997) believe that through a system of performance evaluation good employees can be motivated and those whose results do not meet the standards can be removed easily.

For example, most American companies, is widely used performance measurement in assessing salary and bonuses, but also to identify the strengths and weaknesses of the staff. Over 80% of US companies have their own systems of personnel evaluation and applied for both office staff and specialists, managers and workers. Because not all evaluations generate a positive performance evaluation becomes one of the most unpleasant tasks. Where there is insufficient reliable data on the performance of employees, their differentiation becomes difficult. In case salary increase or promotion, there are some managers who exaggerates, applying very sophisticated assessment systems, without making a prior test.

Most times, the idea of evaluation is associated staff reduction and restructuring.

1.2. Role and importance

There is only a small part of the activities specific to management personnel in charge of evaluating individual employees. The activities concerned are represented by the selection and evaluation, and activities grievance and disciplinary cases. In all other cases, the focus is on jobs, organizational structures, procedures or groups of persons. For example, job evaluation focuses on existing posts, not their owners; job design and development organization focuses on structures posts or activities; remuneration and salary administration focuses on procedures and workforce planning and collective bargaining focuses on the idea of individuals considered as groups.

Performance assessment is very important, because ongoing basis based on its activity takes place employee training.

Performance evaluation involves both practical considerations, namely how to achieve, but also issues related philosophical rationale or reasons for the assessment should be carried out.

The importance of evaluating performance can be demonstrated by owned special influence on economic and social activity and organizational climate existing in any economic entity with direct repercussions on increasing overall efficiency and productivity in particular.

In other words, performance evaluation systems are a particularly important and intrinsic part of the management system and specifically the human resource management system, which in a certain sense, circumscribe organizational climate.

More strategic approach to individual and organizational performance reflects the fact that some specialists in human resources, considered as a central element for the evaluation of performance management.

As stated Milan Kubr (1992) points out that the practice of management performance evaluation has been and remains one of the weakest links in the system of personnel management. This can also be caused because the success or failure has a multidimensional assessment.

All the above issues need to address the causes of the performance evaluation process also motivation and development organization members.

However, performance evaluation should be understood as a reflection of culture. For example, organizations that adopted a system focused more on teamwork, ie to team management, traditional evaluation of the performance, which focuses on comparing employees between them, may be considered unproductive, because such a system assessment is based more on encouraging or stimulating competition between employees and less on work done in the team.

As a concluding point is particularly important to note that any performance evaluation system should be introduced only after a careful analysis of the extent to which existing secured the support of all members in the organization.

2. Materials and methods

The idea of carrying out an assessment of the performance of human resources besides accurate and complete overall assessment of the performances of the current station employees must disclose information about their strengths and weaknesses and future objectives, namely the possibility of development (Abrudan, 2007). *Fairness is very much a performance evaluation of the quality of the methods and procedures used for this purpose, which can be reflected by the following:*

- Validity of the results (*reflection of their ability truth*);
- Fidelity determinations (*the ability to have identical results in repeated applications*);
- The equivalence results (*independent evaluators arrive at the same result*);
- Sensitivity techniques used (*capacity methods to measure the real difference exists between subjects*).

Assessment result will be positive only when managers come to understand the purpose of this activity and apply it accordingly as follows:

- Where the idea of performance evaluation is performed in the professional development of employees, results will be more positive;

• If managers use evaluation as a threat or not perceive its limits, the evaluation will have no chance of success.

Data for this research are highlighted in the four tables presented in this research.

In order to deepen this thematic research we applied assessment of human resources through recruitment and training content, as well as their evaluation by scoring method.

Scoring method or based points system is based on the following factors that are most commonly used and which I summarized in Table no. 1:

Table no. 1

**The factors most frequently used in the Method scoring system or on
The Basis of points**

Factors encounter at the level of the skills	Factors encounter at the level of liability	Factors relating to the effort	Factors relating to the working conditions
Preparation and training needed	The extent of responsibility	Intellectual demands of the job	The duration of the operations to be carried out
The extent and the depth of the experience required	The existence of specialized responsibilities	Physical demands of the job	Turbulent nature or stationary activity
Social abilities necessary	The complexity of work	Possible degree of stress	The number and travel time
The skills required to solve problems	The degree of freedom of action		Diversity subordinates
The degree of the initiative of his own judgment	Number and type of subordinate staff		The existing pressures from other groups
The imaginative thinking	Limit liability for facilities or equipment and facilities owned or used		The existence of a difficult or unpredictable environment
	Limited liability for products or constituent materials		

Source: Personal processing

Where the design of a system is carried out individually (*"own efforts"*), selected factors and decisions on each share, become the main subject of negotiations between the various stakeholders.

Regardless of managerial staff brought into question, it has its own way of share appreciation. Line managers tend to focus on the importance of accountability, while managers emphasize specialized skills.

Thus, regardless of the selected factors and weights corresponding to the final, to be obtained one standardized set of criteria that can be applied consistently to all stations in the group under investigation.

Table no. 2

Classification by scoring matrix structure for manual activities

STATION FACTOR	LEVELS							
	1	2	3	4	5	6	7	8
LEVEL SKILLS 1. Studies 2. Experience 3. Initiative								
THE EFFORT LEVEL 4. Physic 5. Intellectual								
LEVEL OF LIABILITY 6. Supervision 7. Facilities 8. Security								
LEVEL OF WORKING CONDITIONS 9. Risks 10. Noise/dirt								

Source: Personal processing after Cole, 2000, pp. 182.

Analyzing the contents of the table no. 2 should be noted that when each item was evaluated according to the matrix, the sum of all points will be awarded and this will get the total score per post will be placed in other positions scheme hierarchy standard. Inevitably, the final version of the resulting image will be that of "conglomerate" positions, which are grouped under certain intervals scoring. Such a phenomenon can greatly simplify the allocation of classes based compensation and other items necessary for a possible differentiation.

Such a phenomenon can greatly simplify the allocation of classes based compensation and other items necessary for a possible differentiation. If we want a fair assessment of the station, meet increasingly more situations where a certain element of subjectivity is not only necessary but also desirable.

3. Results and discussions

3.1. Scoring method conducted in the Telekom Romania Communications (Due to the kindness of Mrs Ciotârneț Ionica, masterand of the "Hyperion" University in Bucharest, Romania, 2010 and an employee of the company referred to above)

Table no. 3

Planning and performance evaluation in Telekom Romania Communications

Main areas of activity	Performance criteria	The expected level	Revision	The current level	Observations
Responsible for managing large accounts and identify real needs	<i>Quantitative objectives:</i> value sold vs. budget	3		3	
	Customer satisfaction - higher level of customer satisfaction	3		2	

Main areas of activity	Performance criteria	The expected level	Revision	The current level	Observations
Develop and analyze proposals	Time - speed of response	3		1	
	Quality of work - Under the sales plan	3		2	
Create "win-win" relationships with "large accounts"	Integrity: loyalty, commitment to the organization - effort in new projects	3		3	
	Team work and collaboration - working in collaboration with internal customers from other departments	3		3	
Total		18		14	

Source: Personal processing after Ciotârneț, 2010.

To analyze the development planning and performance evaluation carried out in 2010, the Telekom Romania Communications Company (TRC) should be specified formula for calculating the total score of the performance criteria.

Therefore:

Total score of performance criteria = (total current level/total expected level)*100

In this situation, the total score of the performance criteria $TRC_{2010} = (14/18)*100 = 78\%$.

From my point of view, such a percentage indicates that the current level of compliance with the performance criteria was achieved in 78%. *The percentage of 22% has not been reached may be related:*

- ✓ customer satisfaction (current level 2 instead of 3 planned);
- ✓ speed of response (which instead of an expected level of 3, has reached only a score of 1);
- ✓ quality of work according to plan sales reached a 2, rather than 3 expected.

As a concluding point, it should be noted that the company should center its attention primarily on the speed of response and then on the quality of work by the entire staff.

3.2. Assessment of human resources by recruiting and training (Gheorghiu, 2009-2010)

In general, HR assessment is done by means of costs (such as costs of replacement costs of reproduction, etc.) or which are based scoring methods to quantify labor costs (see average wage, minimum wage etc.). *Cost of human resources can be divided into the following categories:*

- Cost of salaries and bonuses for staff recruitment;
- Costs of staff salaries and bonuses and is responsible for organizing interviews;

- Taxes forms consultancy specializing in recruitment (*outsourced activity*);
- Costs of employment;
- Costs of any training;
- secondary costs related to the recruitment process (*selection, interviewing, recruitment, training etc.*);
- Cost of salaries and bonuses until the employee becomes productive.

The human resources situation assessment, cost analysis must take account:

- The age and experience of the employee;
- Costs allocated for selecting and hiring staff in question;
- Costs allocated to employee training and specialization;
- Loyalty and employee motivation.

Table no. 4

Grid quantify human resource costs (in euros)

Number criterion	Skill level (c ₂)	Years within the company (<i>during work</i>) (c ₃)	Historical costs of selection and employment (% of payroll allocated) (c ₄)	Costs qualification specialization training (% of payroll allocated category) (c ₅)	Unit wage (c ₆)	Nr. employees (c ₇)	Fund salaries (c ₆ *c ₇)	Cost recruitment	Cost qualification (c ₂ *c ₆)	Labor cost by category (c ₉ +c ₁₀)
1	+8 grades vocational school	≤ one year	5%	10%	400	1	400	20	40	60
2	+8 grades vocational school	1-5 years	10%	15%	500	6	3.000	300	450	750
3	+8 grades vocational school	5-10 years	15%	20%	600	6	3.600	540	720	1.260
4	+8 grades vocational school	□ 10 years	20%	25%	700	18	12.600	2.520	3.150	5.670
5	Highschool	≤ one year	10%	15%	600	2	1.200	120	180	300
6	Highschool	1-5 years	20%	25%	700	4	2.800	560	700	1.260
7	Highschool	5-10 years	25%	30%	800	6	4.800	1.200	1.440	2.640

Number criterion	Skill level (c ₂)	Years within the company (<i>during work</i>) (c ₃)	Historical costs of selection and employment (% of payroll allocated) (c ₄)	Costs qualification sspecializati ontraining (% of payroll allocated category) (c ₅)	Unit wage (c ₆)	Nr. employees (c ₇)	Fund salaries (c ₆ *c ₇)	Cost recruitment	Cost qualification (c ₅ *c ₆)	Labor cost by category (c ₉ +c ₁₀)
8	Highschool	□ 10 years	30%	35%	900	9	8.100	2.430	2.835	5.265
9	Faculty	≤ one year	20%	25%	800	1	800	160	200	360
10	Faculty	1-5 years	25%	30%	900	4	3.600	900	1.080	1.980
11	Faculty	5-10 years	30%	35%	1.000	3	3.000	900	1.050	1.950
12	Faculty	□ 10 years	35%	40%	1.100	2	2.200	770	880	1.650
13	Master	≤ one year	30%	35%	900	2	1.800	540	630	1.170
14	Master	1-5 years	35%	40%	1.000	1	1.000	350	400	750
15	Master	5-10 years	40%	45%	1.100	2	2.200	880	990	1.870
16	Master	□ 10 years	45%	50%	1.200	1	1.200	540	600	1.140
17	PhD	≤ one year	40%	45%	1.000	1	1.000	400	450	850

Number criterion	Skill level (c ₂)	Years within the company (during work) (c ₃)	Historical costs of selection and employment (% of payroll allocated) (c ₄)	Costs of specialization training (% of payroll allocated category) (c ₅)	Unit wage (c ₆)	Nr. employees (c ₇)	Fund salaries (c ₆ *c ₇)	Cost recruitment	Cost qualification (c ₂ *c ₅)	Labor cost by category (c ₉ +c ₁₀)
18	PhD	1-5 years	45%	50%	1.100	1	1.100	495	550	1.045
19	PhD	5-10 years	50%	55%	1.200	2	2.400	1.200	1.320	2.520
20	PhD	□ 10 years	55%	60%	1.300	2	2.600	1.430	1.560	2.990

Source: Personal processing after Reilly and Schweih, 1998, quoted in Banacu, 2012, pp. 242-245.

Through research conducted (see table no. 4) on the grid to quantify human resources can be seen that the total wage bill amounted to **59,400 euros**, while the total value of human resources was **35.480 euros**.

4. Conclusions

Lately, it was noticed that the existing performance appraisal systems in any organizational structures began to be identified as new forms. This can be caused by feelings of frustration arising from the failure of traditional methods of assessment to provide expected results, as the changes simply in the nature of organizations.

Therefore, we note that conventional assessment systems no longer motivates employees, and the need to generate better results with an increasing number of employees reduced, changes focus on reaching development assessment.

Performance management requires a systemic procedural approach. A system for the management of this category requires the existence of a series of interconnected functional components, each component efficiency depending on how it is integrated into the whole, and the efficiency of the whole becomes dependent on the efficiency of each component. *Management that is focused on results, which is why he verifies and confirms the following:*

- If employees have the same vision and the same goals;
- Whether the procedures work supports productivity, efficiency and quality;
- If employees have the knowledge, skills and motivation needed to achieve the expected performance.

Evaluation of employees at the same level would only be on the same positions, so that, from experience, the assessor to know exactly what and how should be done.

Taking into account the planning and performance evaluation conducted within Telekom Romania Communications by scoring method, it should be noted that the

company should center its attention primarily on the speed of response and then on the quality of work by all staff employee.

In case representation grid to quantify human resource notes that the total human resources represent approximately 60% of the total wage bill.

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