

HUMAN FACTOR ANALYSIS IN ROMANIAN PUBLIC INSTITUTIONS*

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Abstract

The human factor plays a fundamental role in any national and international organization regardless of its activity. In present day individual activities represent the work itself, and some activities that years ago were made exclusively by men were gradually taken over by women who engage in all types of activities, and this resulted in a change in the role of women in the XXI century.

The main purpose of the article is to present human resource both in terms of knowledge level and through a research made in DRDP Cluj. The theoretical part of this article is dealing with this concept using both the national and international literature while the opinion of several experts on human resources in an organization is being reviewed.

The practical part consists of a case study that aims to highlight the effectiveness of human resources in an organization. In this part, the human resources are being presented in terms of numbers, the position held, the level of training, and labor productivity. This paper highlights as a conclusion of the research that human resources contribute to the organization's financial results, and this underlines the importance which it must be granted.

Keywords: human factors, human resource management, labor efficiency, labor market

JEL Classification: J 24, M12, A15

Introduction

The organization has no efficiency without labor resources, it practically is a bunch of unnecessary equipment that may be worn out and outdated over time if the human effort doesn't leave its mark. Managers are interested in analyzing their employees in terms of efficiency, but also of labor productivity. An individual who operates in an environment that does not correspond to his desires does not perform well.

The added value of this article is that the approach of human resources in this manner has not been achieved at the national literature level, and on the other hand the data provided by DRDP Cluj was used during the scientific approach in order to support the arguments.

1. Human resources and public institutions - theoretical approach

In cases where employee needs are not accurately identified the human resources management is not effectively done, and it can be mistaken for a difficult time for the HR department. The economic performance of an organization is directly influenced by the quality of human resources. Human resources are one of the most important investments of an organization, the results of which are becoming increasingly apparent over time (Manolescu A, 2002: 17).

Mutations that are occurring lately manifest in terms of human factor in the labor market. The change HR is going through today is the result of rapid changes recorded in the business field due to factors out of which the most important one is globalization. In the global competition and the fact that they're connected to the new world of human resources, they become more complicated everyday (<http://www.sjpub.org/sjbm.html>).

The factors of staff's role growth are the following (Petrescu I, 2008: 40-44):

1. Work content.

2. Control over staff.

3. Macroeconomic factors

Directions of concern in human resources management, according to the matrix below, points out the fact that the manager must put in balance both their employees and customers to find an optimal situation in which none of the interested parties may be impaired.

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Figure 1. Employees and customers - a matrix of concerns of personnel management / HRM

Level of preoccupation with employees	High	“spoiled” workforce	Motivated workforce
		Very dissatisfied customers	Very satisfied customers
		Inconsistency of employees in completing tasks/	
		Serving customers	How good/ How bad
		Minimum motivation of personnel	Stressed out workforce
		A lot of complaints from customers	Satisfied customers
	Low	Level of preoccupation with customers	
			High

Source: Cole G, Personnel Management, Ed. Codecs, Bucharest, 2000, p 4

Jack Halloran and David Cherington stresses that in order to ensure the success or even the survival, organizations must properly resolve the following issues (Manolescu A, 2001: 265):

1. Identifying the skills and qualifications and election or selection of candidates that meet the requirements of new or vacant positions,
2. Identifying and attracting competitive candidates using the most appropriate methods, resources or average recruitment,
3. Complying with the relevant legislation on equal employment opportunities and correcting discriminatory practices or existing imbalances.

Before starting an activity, the manager should establish performance standards and clearly explain what the employee needs to know about assessment and what each qualifier means.

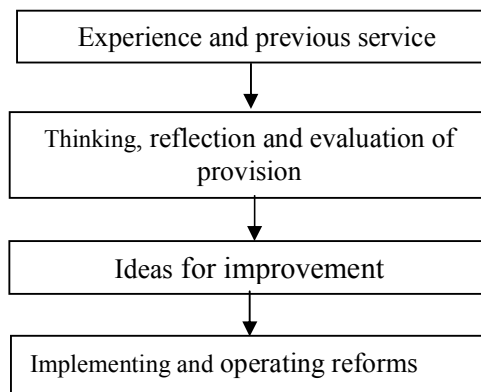
- Assessment methods of efficiency (Chişu V, F Rotaru, 2002: 192):
- Comparative methods, subjective methods,
- Absolute methods, objective methods,
- Management by objectives, objective method.

HRM primordial task is to add value to the strategic use of employees and employee benefit programs in ways that are measurable due to globalization (L Mary O'Neil, 2008). In any society the existence of a public sector whose main task is defining the principles of society function and providing public services of great importance to the public interest, is vital.

Public service is an organizational structure with or without legal personality, formed under the law of the State, community, city or county or by individuals, endowed with adequate material and financial means, performing an activity or a complex set of homogenous activities established by the founding document in order to meet the continuous and permanent interests of a corporation (M Preda, 2005: 11).

There are several steps to improve service delivery (Figure 2).

Figure 2 - Steps to improve service delivery



Source: Grigorescu, Constantin A, Ed. Uranus, Bucharest, 2007, p 176

Characteristics of the quality of public services (Cetin I, Brandabur R, M Constantinescu 2006: 22-23:

- ☐ The quality of public services is more difficult to assess than the quality of goods,
- ☐ Quality evaluation involves assessing both the final result and the process of performance,
- ☐ Quality is the result of comparing consumer expectation with the experience he has during the service delivery,
- ☐ Each employee contributes to a greater or lesser extent to the positive or negative perception of quality.

1. Study of human factor in the DRDP Cluj

The methodological framework of the research

Description of the problem

Incomplete information on the effectiveness of human resources within an organization requires carrying out research with the help of DRDP Cluj. Marketing research focused on a case study. Data was provided by representatives of DRDP. Data collection period was 15 September to 10 October.

Research objectives:

1. Finding out the personnel structure by profession,
2. Identifying the number of university graduate personnel,
3. Finding out the work productivity of employees.

Assumptions:

- a. The majority of human resources in the DRDP Cluj are male,
- b. There is a clear difference in terms of numbers between the workers staff and the Tesa staff,
- c. In the DRDP Cluj the majority of staff are high school graduates,
- d. The average annual productivity per employee is increasing.

2.2. Research results

Human resource situation of the DRDP Cluj is shown in the table below.

Table 1. Structure of employees by age, gender and origin

Years	Structured by age					Structured by gender		Structured by backgrounds	
	Over 20 years	30-40 years	40-50 years	60 years	Over 60 years	Female	Male	Urban	Rural
2014	50	652	179	2	1	268	614	720	162
882									

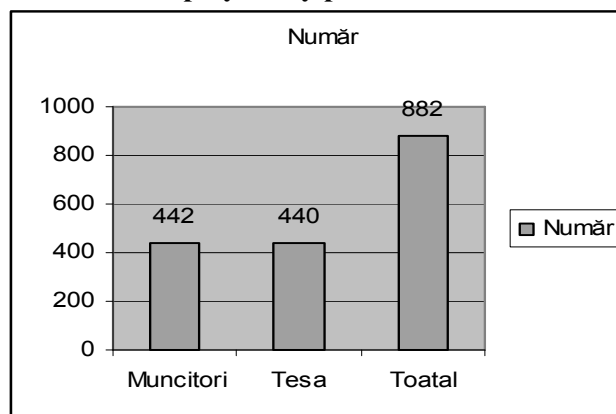
Source: DRDP CLUJ

The analysis of the DRDP Cluj employees at 30 September 2014 reveals that according to gender structure, men are the majority in the organization (614), the age structure shows a majority in terms of numbers of persons in the age range of 30-40 years, and the backgrounds structure shows that most of the staff comes from urban areas.

Table 2 and Figure 2 show a presentation of the organization's human resource structure based on their function. According to the table there is not a big difference between the worker personnel and the personnel in the TESA category.

Table 2 and Figure 3. Structure of employees by position

Profession	Number
Workers	442
Tesa	440
Total	882

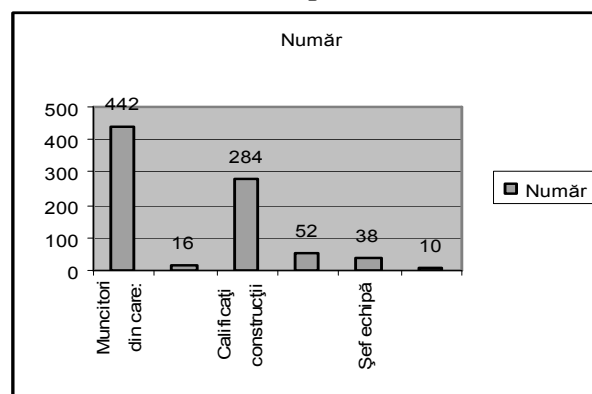


Source: DRDP CLUJ

Out of the workers personnel in the DRDP, the highest number is the personnel qualified in construction-284, while the opposite is the unqualified personnel -16 people. See Table 3 and Figure 4.

Table 3 and Figure 4 The structure of the worker personnel.

Profession	Number
Workers (out of which):	442
Unqualified	16
Qualified for construction	284
Qualified for mechanization	52
Crew chief	38
Serves multifunctional machines	10

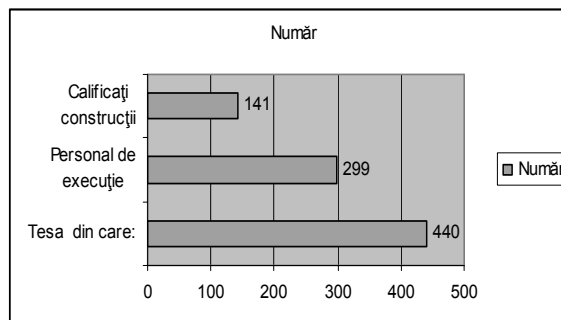


Source: DRDP CLUJ

Out of 440 persons in the Tesa category, the executive staff represents the majority (Table 4 and Figure 4).

Table 4 and Figure 5. The structure of the Tesa staff

Profession	Number
Tesa (out of which):	440
Implementing personnel	299
Qualified for construction	141

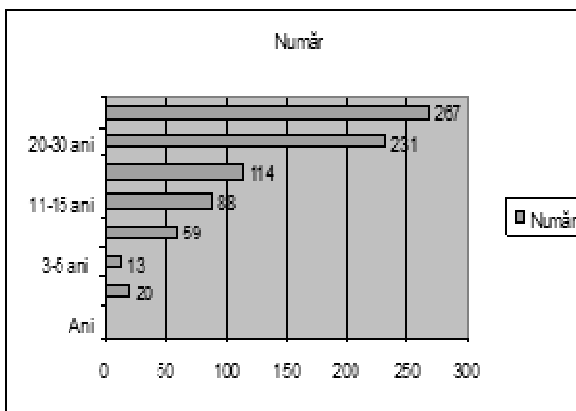


Source: DRDP CLUJ

Employment structure by seniority is presented in Table 5. Thus, according to data presented in the table and provided by DRDP Cluj, the largest number of employees has a seniority of more than 30 years. Only 13 people have a seniority of 3-5 years.

Table 5. and Figure 6. Employee structure by seniority

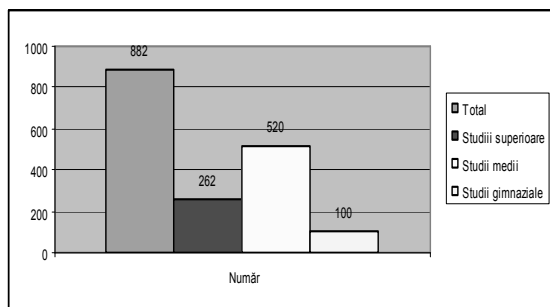
Seniority Years	Number
0-3 years	20
3-5 years	13
5-10 years	59
11-15 years	88
15-20 years	114
20-30 years	231
Over 30 years	267



Source: DRDP CLUJ

Table 6 and Figure 7 are a presentation of personnel structure of DRDP Cluj according to education and training. It appears that the high school graduate stuff represents the majority.

Table 6 and Figure 7. Structure of personnel by completed studies.



Source: DRDP CLUJ

Labor productivity analysis

Table 7 is a presentation of the annual average productivity of human resources at the DRDP Cluj. According to the data there is an increase in the number of employees which determines the evolution of the average annual productivity per employee.

Table 7. The average yield

Indicators	2012	2013
CA (thousand lei)	167087	192893
Nr. RU	836	882
Wa	199,84	218,69

2.3. Research findings

The most important conclusions drawn from the studies carried out in the DRDP Cluj points out that the human factor in the organization corresponds to the position held both in terms of training and seniority.

The situation where the number of men is significantly higher than the number of women is because the activity of the organization itself is specific to men. As a result of the study we notice that only hypothesis number two is rejected while the other hypothesis are accepted.

Hypothesis number two is not acceptable because there is a clearly noticeable difference in terms of numbers between the worker staff and the Tesa category personnel.

In conclusion, the DRDP has the human capacity necessary to carry out its activity, and the human factor meets the requirements and so is fit for the assigned job.

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