



FINDINGS OF THE SURVEY OF THE HUMAN RESOURCES MANAGEMENT OF THE PUBLIC ADMINISTRATION IN ROMANIA

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ABSTRACT

In all organizations, the people are the key resource, the vital energy of today and tomorrow, ensuring the survival, development and competitive future success. All the organizations and the links established between them are forming the modern society we currently live in. The Public Administration in Romania is currently passing a transformation period and in order to increase the satisfaction and correctly supply the needs of the tax payers, the Human Resource Management needs to improve fast. In order to research the Human Resource Management of the Romanian Public Administration, there were issued questionnaires to 41 cities and communes from the Ilfov County. On one hand there were questions that helped to better sketch a picture of the current standing, but also generate hints for future development and improvement techniques. In addition there were 4 interviews with 3 city mayors and the President of the Ilfov County Council. The results were quite surprising and in the context of Romania being already a member of the European Union, there is still a long way to go for the improvement but also for reaching some basic European standards. Romania is still a country where the political aspect predominates in the field of the Public Administration and the professional background of a person is not fully promoted. It would be interesting to conduct a follow up survey after 2 years and after comparing the results, to analyse the evolution of the improving of the Human Resource Management in the Public Sector.

Keywords: *Public Administration, Human Resource Management, European Union, Public Servant, Public Policy, Public Strategy, Budget.*

1. Introduction

The Human Resources are considered the first strategic resources in the organization, are unique in terms of their potential for growth and development and their ability to know their own limits and overcome them, in order to face the new challenges and demands of the present and future.

Due to their particularities, the Human Resources are the only inexhaustible source of creativity, of brilliant solutions and new ideas, both original and valuable, which can lead to the development of the organizations and society as a whole, but can just as well destroy or cause huge disasters. Therefore it is understandable the concern of the organizations for the formation of high quality Human Resources, considering that people are the most valuable asset they possess.

The Human Resources are one of the most important investments of an organization. It is

proven that investing in people is the surest way to ensure the survival of an organization or to ensure the development, competitiveness and future expansion.

2. What is Human Resource Management

Human Resource management decisions are among the most difficult, as they interconnect individual, organizational and situational factors which influence and are found in those decisions. These decisions always need to be taken according to the person referred to and its personality.

Personal decisions vary from one organization to another, from a subdivision to another, from one country to another, because decisions must comply with their needs and their importance is not the same in all cases. Personal decisions must assess situation with dual, moral or ethical and legal aspect, and are extremely complex. They must be very responsible in terms of social responsibility and examined in terms of social impact.



Man by nature, its mentality and culture constitute a biological entity that, even in the context of genetic revolution, remains a great unknown. Human potential and how its way of manifesting differs from one individual to another, being genetically, biologically, socially, culturally, educationally influenced and also by other factors specific to each individual, each activity or each organization.

Hence, Human Resources represent a special human potential, which needs to be understood, motivated and trained in order for the employees to engage as fully as possible to achieve the organizational goals.

2.1. Main activities of the Human Resource Management

Most experts believe that Human Resource Management, like any other scientific field, is the result of specialized research and enrolls on the trajectory of rapid development and diversification, process that is also encountered in other areas of activity.

Depending on the purpose, the undertaken research and the addressed issues, the general management is divided into a variety of specialized areas, among which is included the Human Resource management, one field that over time experienced significant changes. "Human Resources Management" is a relatively recent, more modern term of what was traditionally called "personnel administration", "industrial relations", "personal leadership activities", "employee development", "personnel management" etc.

In the '80 and '90, in American universities appears the concept of Human Resource Management and the professionals guide their concerns to determine the human dimension of organizational change, in order to increase the attention to employee involvement and the relational system, as well as the integration of human resource strategies in the overall strategy of the organization.

According to the literature, "Human Resource Management" requires a holistic, interdisciplinary and professional approach of the personnel issues inside an organization. Human Resource Management involves continuous improvement of employee activity in order to achieve specific tasks and organizational goals. Successful implementation of Human Resource Management

involves a system of performance evaluation and a system of employee incentive and rewarding good results.

Human resource management is of particular importance as it provides the function of personal achievement within the organization function, which serves a dual purpose: provides integration of the interests of each employee inside the general interests of the organization and ensures coordination of various aspects of proper staff management.

2.2. The public servant

The mutual and sustainable relationship between state and society, whatever its variations, was the foundation on which modern states have developed. Active actor, perhaps the most active, of state-building, the administration shared the same faith with the state, so that the state reform and political and philosophical debates that it accompanies, starts exactly by redefining the role of the administration.

The recurring theme in Western Europe, where the process of European unification aims at adapting and reforming the administrative structures to new economic, social and political realities, modernization of the civil function is also one of the key themes of Administration Reform in Central and Eastern Europe, being one of the foundations for strengthening of the transition and reform.

The most common approach to the relationship between state and administration is represented by the model focused on the market, according to which the public sector have to perform the same tasks in the management and supply of services just as private sector organizations, the used techniques are the same and once hierarchical structure removed, the talent and administrative skills of the civil servants will also increase public sector efficiency.

Regarding the issue of public office and status of those who exercise it, it is good to know that the first statute of the civil servants was made by Emperor Hadrian. Ancient Rome was concerned with the proper administration of the state and in Byzantium, the public services, as they were later called in theoretical texts, were organized into ten branches, with many ministries.



3. Research Methodology

The investigation of the impact this doctoral research had on the target group was performed by the indirect method, based on a questionnaire with questions of opinion.

As for the type of sampling, there was chosen the simple random sampling, which did not involve any preliminary operation for grouping the respondents: the individuals that make up the sample were chosen uniformly and with virtually identical probability for each.

There were nearly 500 respondents (civil servants, senior civil servants, Public Managers and contracted staff) of public institutions and local government authorities in the Ilfov County urban area - eight cities and in rural area - 42 communes, women and men, occupants of command and execution positions.

The accuracy of the research depends heavily on the size of the sample - the results are more accurate, as the research sample is bigger (the law of large numbers).

The statistical test, a survey of a number of 300-350 is shown as a rule, on striking representation, that will provide the same number of significant information as a sample of 10 or 100 times higher.

In general, a threshold probability of 95% is considered acceptable for good accuracy research.

To be sure of reaching the number of respondents, we distributed a questionnaire to 250 individuals printed on DIN A4 paper and with the help of Google Forms we distributed the questionnaire by using Internet and Intranet in the institutions in electronic form to be completed by the employees of different municipalities and public institutions Ilfov County.

The survey is representative for the target group and area of deployment Ilfov County, with a margin of error of $\pm 3.1\%$ for a confidence interval of 95%.

The questionnaire was designed to investigate the local human resource management issues and policy and includes 50 questions of different types: closed, open, bifurcated and some even contain one short explanation on how to complete.

The questionnaire consists of several parts and is anonymous in nature to encourage subjects to give fair and impartial answers.

The first part consists of descriptors and includes, in addition to characterize the sample questions (age, sex, education, type of city), questions about the position occupied by the respondent of the acting institution, and characterization of the type of public institution.

The second part contains questions about the management of human resources within the organization, divided into several sections, such as: details about career development, the existence of a mentor or how to assess employee performance.

The third part includes questions aimed in particular at aspects of development and implementation of public policies in public institutions of Ilfov County.

The last part included aspects related to internal audit and risk management.

With the help of the proposed questions, I wanted to capture the attitude towards the value of internal audit in the public institutions in the sample, because I think it plays a very important role to continuously improve the performance of human resource management within the local government.

Complementary to the research in this area, which is primarily based on quantitative data, this doctoral study uses a range of qualitative data in order to achieve deeper insights into the dynamics of the relationship between Human Resource Management in the Public Administration and internal audit correlated with improved performance in the medium and long term.

4. Findings and future research agenda

The undertaken study has identified in the public entities of the Ilfov County at least two profiles of employees: on the one hand there is the capital dedicated to career and devoted to the profession and on the other hand passive human resource.

If the former are keen to promote, are concerned about performance, are ambitious and with spirit of initiative, not allowing to be diverted from their professional road, the latter are concerned with rather achieving tasks in a less competitive frame



without too high aspirations but put emphasis on job security to secure a notably quiet family life.

Related to those concerned with their career, the motivations that urge them to persevere are related to: job security, material and financial wellbeing, performance driven work environment, the feeling of self-fulfillment, belonging to a group of professionals, social status, sincerity and safety at work.

This category is concerned with the need for personal self-improvement and continuous improvement by participation in internships and intra- and inter-institutional exchanges in the country and abroad, sharing professional experience acquired by members of the public entities with their younger colleagues who are in their early career phase. They are concerned with their development, promotion and mobility.

In order for the results obtained from the local administration to grow, for the local government to have the utmost part of capable and competitive human resources to effectively contribute to solving local communities, there is a need of innovative local government policies and strategies that need to be implemented in the most efficient way.

Investigations showed that the majority of government employees said the incidence of achieving performance appraisal is done at least once a year.

Half of the respondents said it is necessary to make changes to the methodology for the assessment of employees in the administration and among the suggestions offered, I have synthesized:

- Eliminate the appearance of formality.
- Provide objective and impartial evaluation. For this you need to define measurable criteria, relevant efficiency indicators to eliminate the possibility of subjective judgment or discretion.
- Employees marks must be consistent with the overall performance of the institution, the audit reports and the conclusions of the control the entity.
- Working scoring method based on characteristics of the activity.
- Assessment should be carried out by those working directly with staff without being influenced by the organization's leaders.

- More demanding tasks in the verification of service.

As the correlation with monetary stimulation mechanisms in the transition from the previous system to the new salary took into account that no person may not register a monthly salary decrease or employment benefits enjoyed by crude.

From a financial perspective, phased implementation of the new legislative framework involved framing the amounts allocated to the annual consolidated budget laws. Also, wage increase in the system requires their application to the financial resources, no automatic application ranking coefficients.

How the annual amounts allocated by the laws of the consolidated budget to be distributed on budget staff and wage levels are determined by the laws of special annual law enforcement framework.

They effectively determine the reform in which I stopped, including correlation with structural changes of government: reducing the number of positions in the public sector, the gradual transition to nominal wages, improved hierarchies within budget and system domains degrees, gradations and salary increments.

Greatest satisfaction would be if, by following contents present approach, decision makers could achieve a step towards improving human resource management performance of the target system so that the citizen can be informed and in a reasonable time.

It would be also nice if a follow up study will be conducted in 2-3 years, with the same questions, in order to analyze the differences.

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