

STUDY ON THE PRACTICES OF HUMAN RESOURCES MANAGEMENT IN A TOWN HALL OF A VILLAGE IN THE CARAS-SEVERIN COUNTY

Solomia ANDREȘ¹

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Abstract

The present study offers some information on the identification of some aspects referring to the implementation practices of human resources management in a town hall of a village in the Caraș-Severin County. The research presented continues a study realized starting with the year 2015 at the level of county entities, different in size and legal personality. The study was realized with the purpose to carry out comparative analyzes that will lead to the identification of conclusions relevant to the studied field, which will later become the basis for the proposal of certain measures to improve the practices of the entities from Caraș-Severin county, regarding the successful implementation of the human resource management in efficient conditions.

Keywords: management, human resources, town hall, analysis, performance.

JEL : O15, J53, M12

1. INTRODUCTION

Speciality literature in the domain of human resources management (HRM) convinced us that one can appreciate the competitive management of human resources as being essential for the success of any entity. This is the reason for deciding to develop the research on some practices regarding the implementation of the HRM in an entity from our county.

Starting from the first steps taken during the years 2015-2016, the carrying out of researches and case studies on the implementation of human resources management (HRM), at the level of the different types of legal entities, the objective was to identify the special importance of the HRM contribution, in an entity, in order to ensure the satisfaction of the human resources managed, functionality in terms of efficiency and the internal framework as being favourable to career development, implicitly to the increase of the entity performance indicators. (Bibu et al, 2008).

Thus, by continuing the research and studies presented previously in two internationally recognized journals (Andres, 2018; Andres, 2016), the aim was to highlight relevant aspects that would allow us to make a further evaluation using the comparison method, regarding HRM, which at this level, proved to be a competitive one that met everyone's expectations. Other aspects researched involved employees and also the impact of personal and professional performance on the entity's performance (Andres, 2006).

¹ Assoc. prof. PhD, Faculty of Economic Sciences, "Eftimie Murgu" University of Resita, Romania, mia.andres@yahoo.com

2. STUDY ON THE HRM PRACTICES IN A VILLAGE TOWN HALL IN THE CARAS-SEVERIN COUNTY

Following the research started in 2015, the survey method was applied, using the same type of questionnaires as research tool, as well as the interview or discussions conducted with the help of the public-servants and contractual staff, which represented the human resources of the entity studied, which counted a number of 12 people.

The research results are reflected in the graphical representations presented in the following rows.

2.1. Sample data:

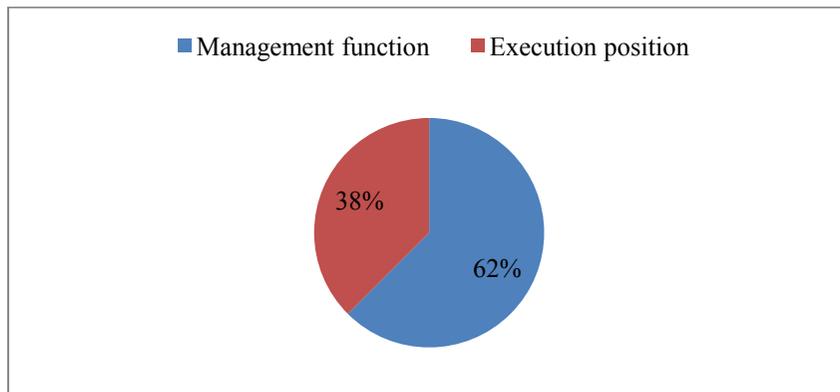


Figure 1 - Position filled inside the town hall
(Source: calculations made by author)

Of the respondents present at the time of questioning, 38% represent the management personnel and 62% represent the human resources holding execution functions.

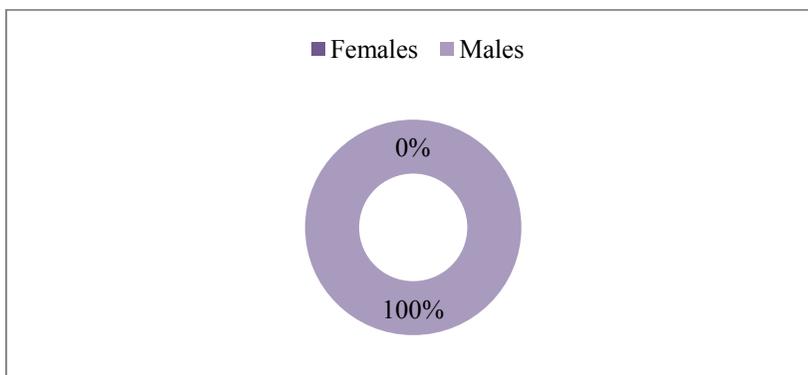


Figure 2 – Respondents' gender
(Source: calculations made by author)

All respondents were women, with different ages, from beginners, to 18 years old and to the retirement age, the predominant age being between 25 and 35.

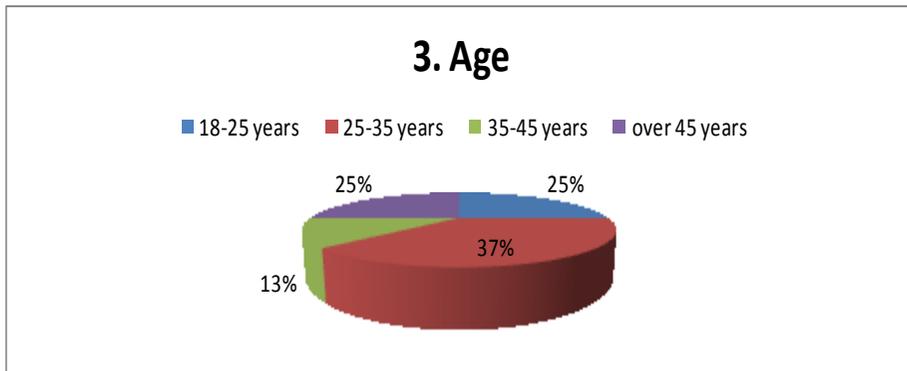


Figure 3 – Respondents' age
(Source: calculations made by author)

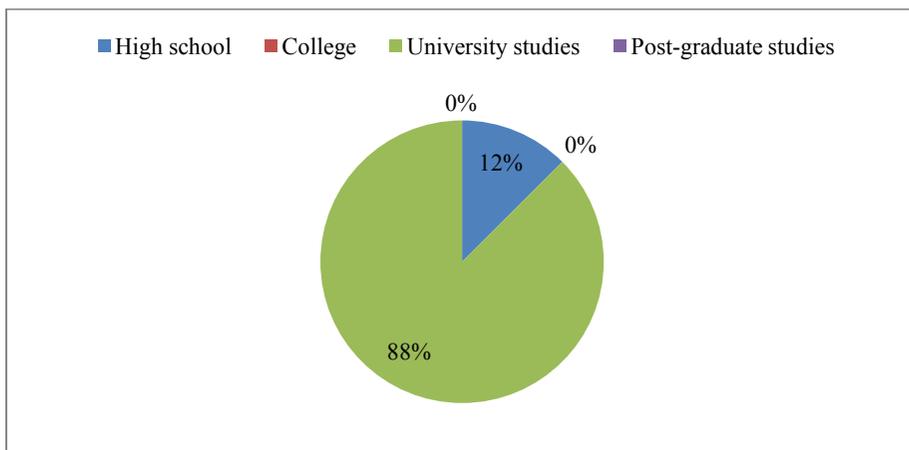


Figure 4 – Respondents' level of education
(Source: calculations made by author)

Among the respondents of this questionnaire, an 88% prevalence of those with higher education is observed.

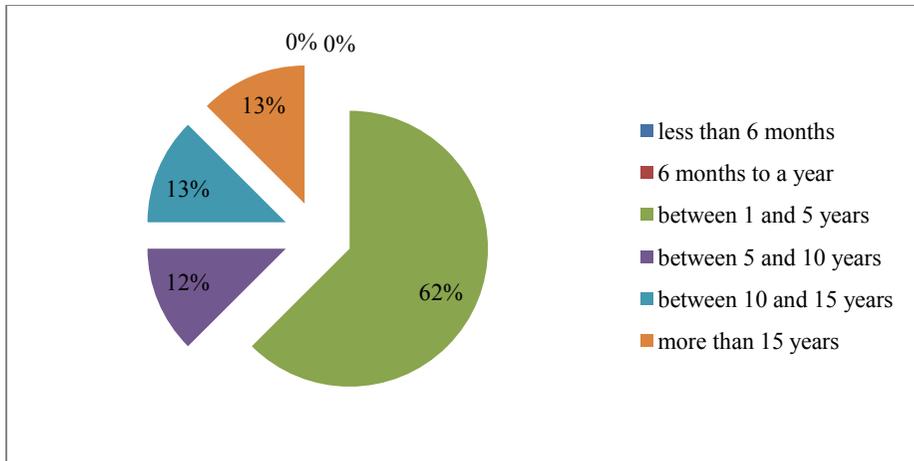


Figure 5 – Respondents' work experience in the institution
(Source: calculations made by author)

Increased percentages that differentiate respondents according to their experience inside the institution, proves the concern of HRM for the ensuring of possibilities for employees' career development.

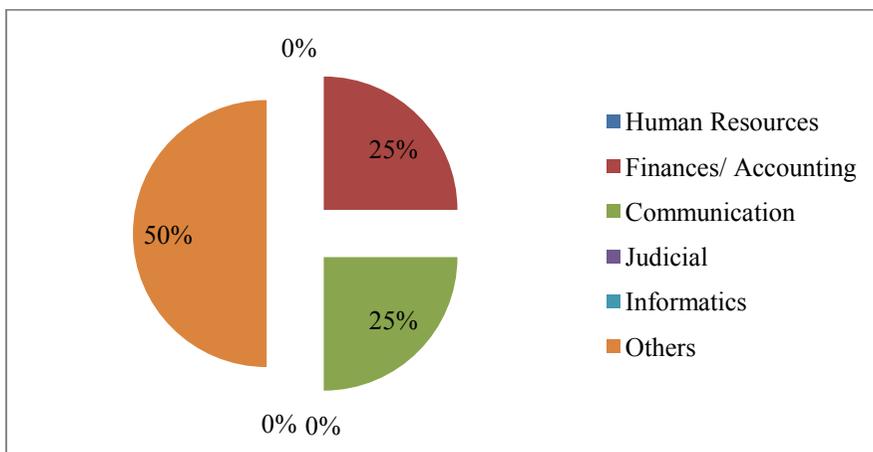


Figure 6 – Respondents' work domains
(Source: calculations made by author)

The predominance of the three domains studied, justifies the reality of activities carried out at the level of a small community, in which some activities are not functional, not being justified in order to be budgeted.

2.2. Questions:

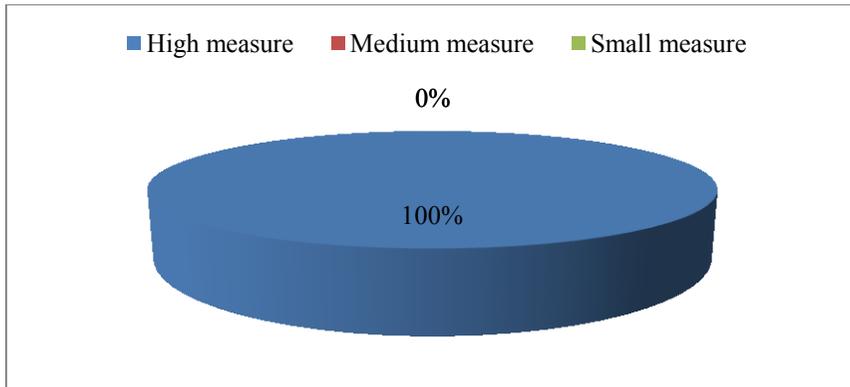


Figure 7 – The measure in which respondents consider sufficient the activity of human resources planning inside the institution
(Source: calculations made by author)

The result was expected for a budgeted public institution, which continuously reports to human resources projected on an annual budget.

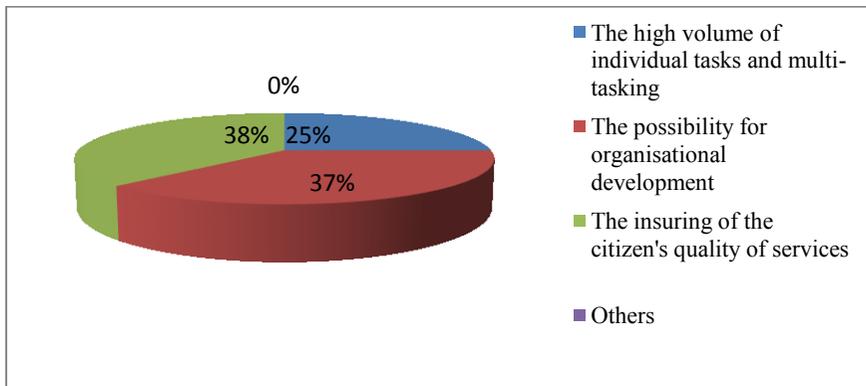


Figure 8 – The criteria considered the most important (involved in the planning of human resources)
(Source: calculations made by author)

It is confirmed that at the level of a small town hall it is necessary to take into consideration all relevant criteria in HR planning.

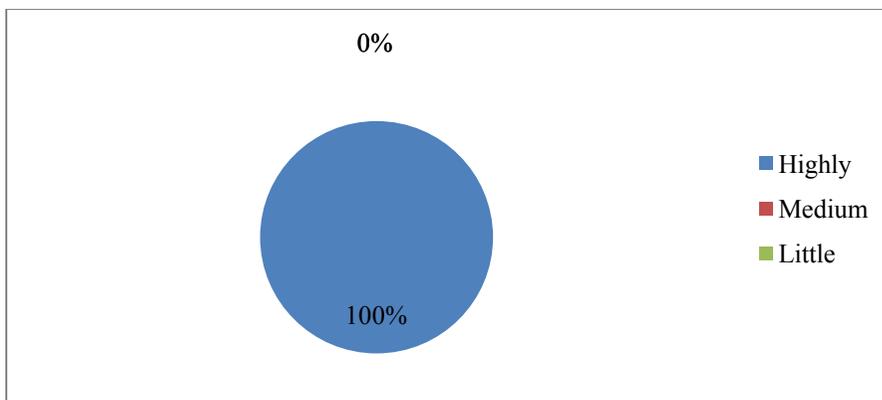


Figure 9 – The institution personnel is qualified for the position filled
(Source: calculations made by author)

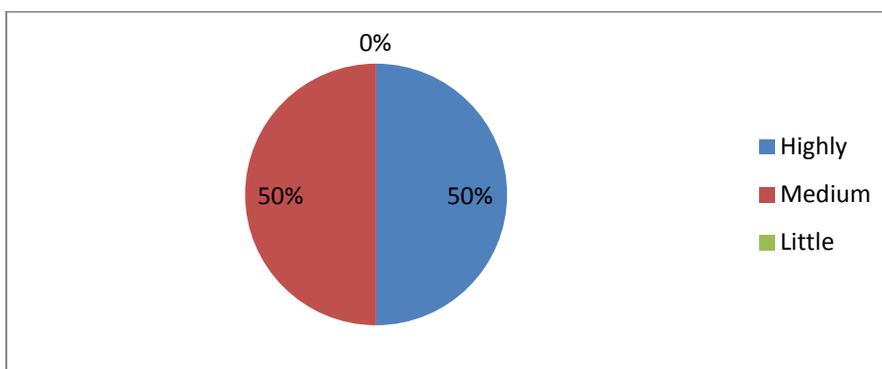


Figure 10 – Is personnel fluctuation a threat for the institution?
(Source: calculations made by author)

Although personnel fluctuation was not the case in the last 10 years, given the volume of work and the small number of employees, the respondents chose these the following:

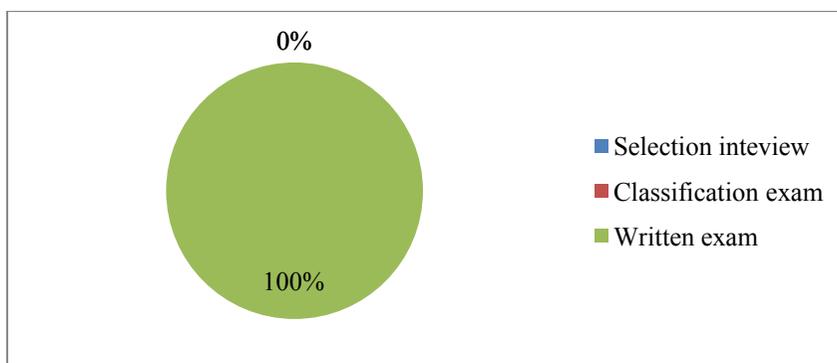


Figure 11 – How is the recruitment process realized inside the institution?
(Source: calculations made by author)

The answers confirm the compliance with the legislation in this field.

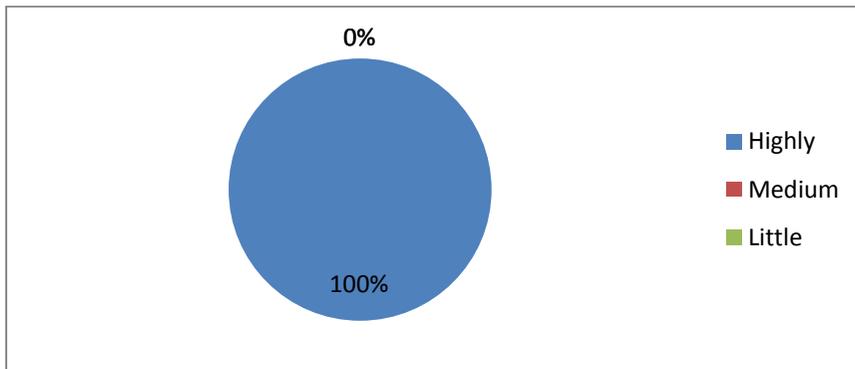


Figure 12 – Do employees know their job description tasks
(Source: calculations made by author)

All respondents are familiar with their attributes, as long as they have signed a contract of employment and the job description annexed to this contract.

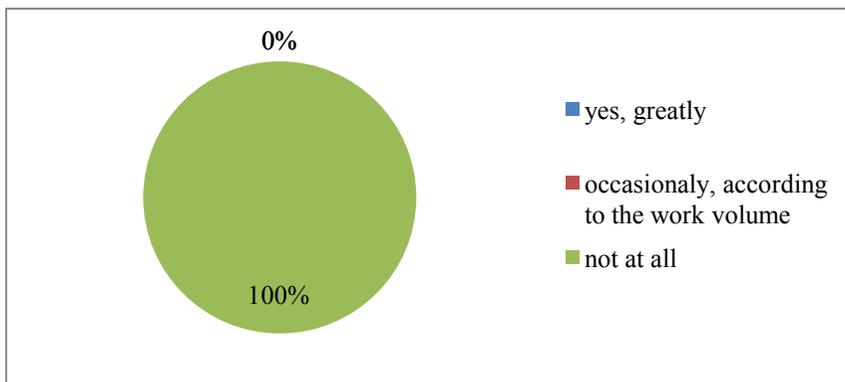


Figure 13 – Are basic tasks overwhelming?
(Source: calculations made by author)

The answers are also logical and legal, both to question 7 and to question 8.

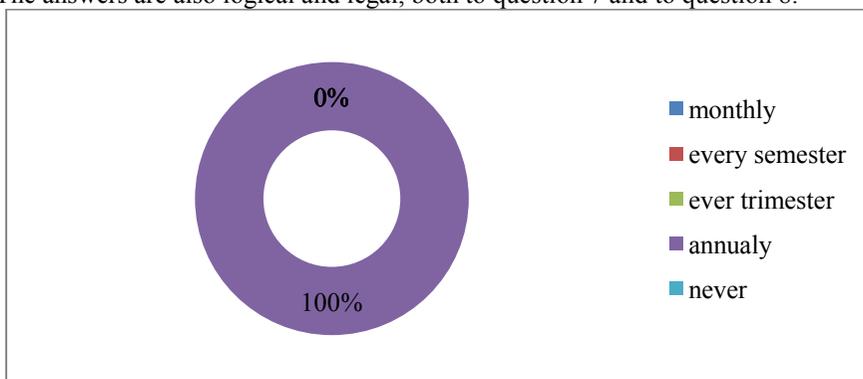


Figure 14 - The frequency of possibilities to attend professional training inside the institution
(Source: calculations made by author)

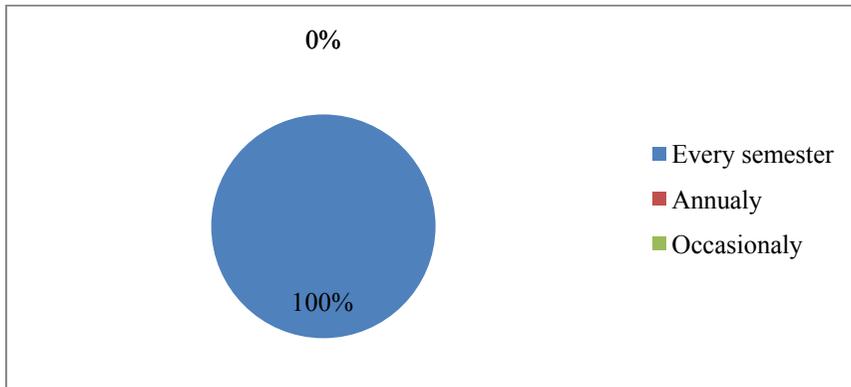


Figure 15 - Realization of the evaluation of personnel performances inside the institution
(Source: calculations made by author)

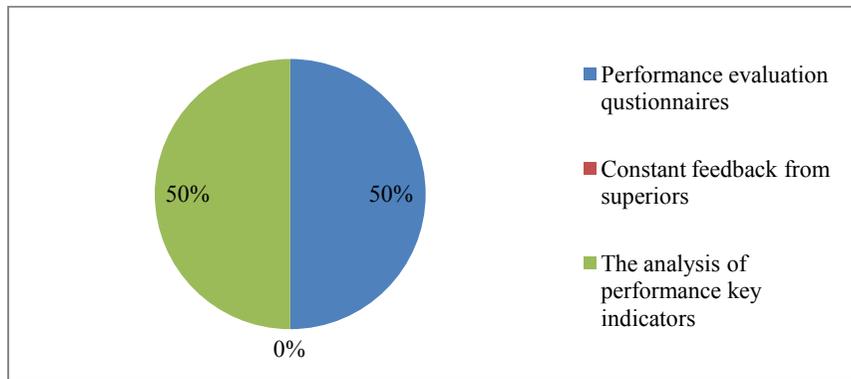


Figure 16 - Performances evaluation inside the institution
(Source: calculations made by author)

The replies confirm that the institution chose to use the questionnaire in addition to the assessment, based on the specific performance indicators.

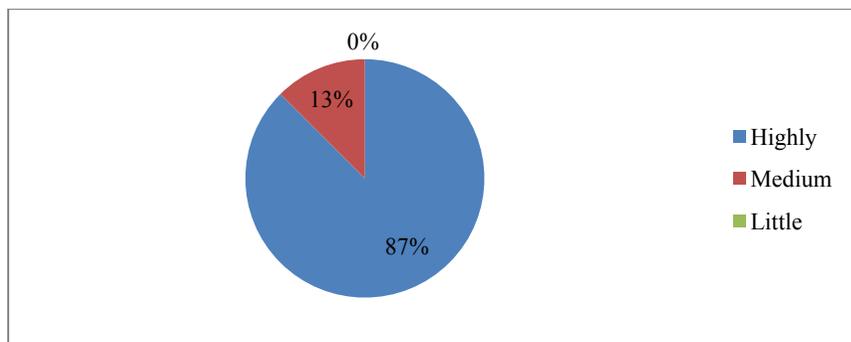


Figure 17 - Satisfaction with the direct rewarding system practiced inside the institution
(Source: calculations made by author)

It is satisfactory that the answers that underlined satisfaction prevailed, because it would not be the competence of the institution, to change the law of pay units.

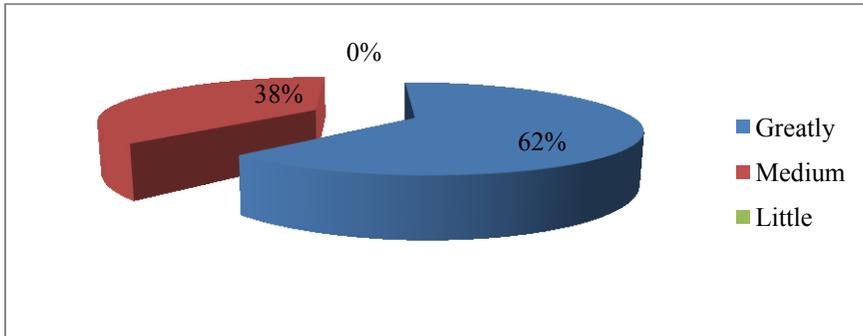


Figure 18 - Feeling of equality and non-discrimination among employees
(Source: calculations made by author)

The answers and the peaceful manifestation at the work place, denote that the respondents understand these principles were respected.

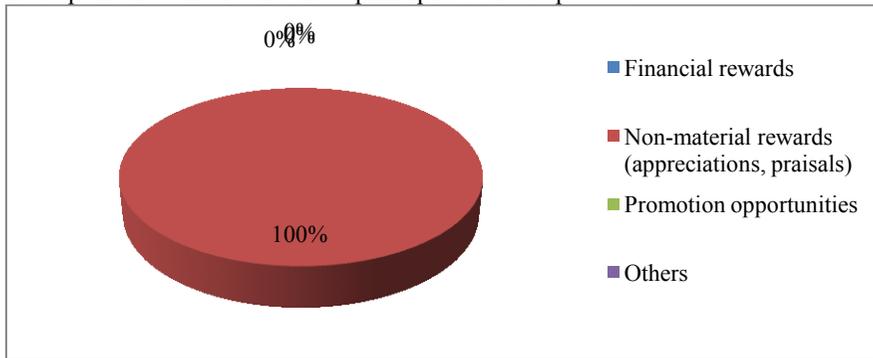


Figure 19 - Reward individual performances
(Source: calculations made by author)

The answers confirm the fact that the institution has found this way to compensate outside the legally regulated material wage rewards.

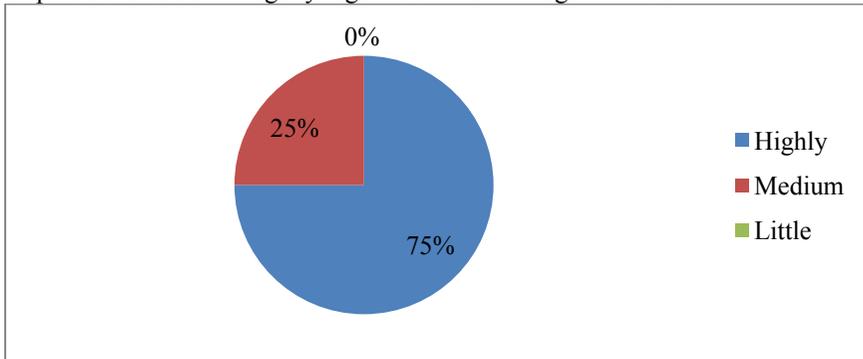


Figure 20 - The manager respects his responsibilities inside the institution
(Source: calculations made by author)

Given the high percentage of 75% and an average 25% of assuming responsibilities, it is understood that employees know that there is no escape from responsibility, thus being convinced to work because the responsibility for the organization performance is not only the manager’s responsibility.

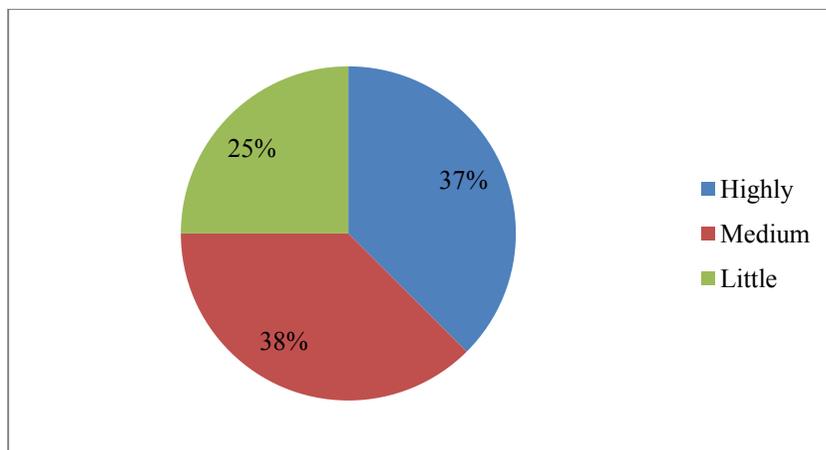


Figure 21 – Is the strategy of human resources management efficient?
(Source: calculations made by author)

Obviously, for the local public authority being analyzed in this case, one must take into account this policy, the general principles of management, so that the majority’s appreciation regarding the efficiency of the HR management strategy can be explained, even more so because, in this domain of policies and management strategies, public institutions are also legally sustained by the National Agency of Civil Servants.

As a result of the interpretation of these graphs and the results obtained from the application of HRM questionnaires at the town hall of the village in Caras-Severin County, the following aspects were identified:

I. In the entity studied, the execution function in a percentage of 62% outpaces the management position in a percentage of 38%, which confirms the attempt to comply with legal provisions regarding the Statute of civil servants.

The respondents were 100% women, the majority being over 45 years of age, the diversity of the age being also underlined. Most of the respondents have graduated higher education, only 12% being high school graduates who follow a form of distance learning according to answers received in our interviews and discussions.

The highest percentage, respectively 62%, represents the respondents with a work experience between 1 year and 5 years, 25% being trained in the field of communication and customer relations, 25% finances and accounting and half of the respondents being trained in the other activities demanded by the functions filled, with the emphasis on the fact that there is no human resources compartment, the activities specific to this domain usually being carried out by an employee from the financial-accounting service.

II. Regarding the HRM practice at the level of the town hall of the village studied, all the respondents consider that the planning of human resources must be carried out in a great extent, considering both the high volume of individual tasks and attributions and the multitasking predominating in an equitable manner, the assurance the quality of services provided to the citizen and the interest to ensure the possibility of organizational development, implicitly of career development of the human resource.

The respondents declare that they are sufficiently qualified to occupy the existing positions and consider that the fluctuation of the personnel represents about 50%, the percentage signifying a threat, although another 50% consider that it does not seriously affect the situation.

In addition, in the entity studied, the recruitment process is done 100% by written exam, followed by an interview, according to the legislation in force. All the respondents are familiarized to their tasks, respectively to their job description and have the opportunity to follow some training courses.

The evaluation of professional performances is carried out annually, according to the legislation in force. By analyzing some of the key performance indicators, the results of the interview and the questionnaire regarding the evaluation of professional performances, 87% of the respondents are highly satisfied and 13% at an average level, of the reward system applied. Thus, their performances are usually appreciated according to expectations, with no feeling of inequity or discrimination.

A percentage of 75% represents the respondents who consider that, the manager respects the responsibilities incumbent on the entity and 25% are in the medium level.

Both the state of good functionality, offered by the evolution of indicators reported through the annual financial statements for the last three years and the result of the study reflect the efficiency of the managerial activity including in the optimal management and use of the human resources, the necessity and the opportunity of a human resources management strategy.

3. CONCLUSIONS

In conclusion, one can appreciate that the entity studied was able to identify compliance with the legal provisions in the domain of human resources management (Law 188/1999 & Law 429/2003), the assuming of management and management of human resources roles by the mayor, the predominance of execution functions in all employees but also for those over 45 years.

All these justify the recommendation to direct the personnel policy towards young people, in training, to be mentored along with those experienced in the domain.

Both the analysis of the main indicators of managerial efficiency and the results of the questionnaires, interviews and discussions applied in this study, highlight the average efficiency of the economic-social activity at the level of the town hall, the implementation at a medium level of the HRM. All these should determine the manager to relieve himself of some attributions, by delegating to at least one inspector of human resources, after reviewing all the internal regulations.

He should also create an integrated system of personnel records, improve the selection-recruitment plans, and offer more opportunities for training programs

and continuous professional development ensure the existence of the correlation reward-performance-job satisfaction (Andres, 2009).

Only in this way one can expect 100% at high performances, both at the level of the human resources compartment and at the level of the entity studied

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