

## STUDY REGARDING THE ORGANIZATION OF HUMAN RESOURCES AT S.C. AGROZOOOTEHNICAL FARM S.A.

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### **Abstract**

*The present study is intended for the management of the analysed company, which is concerned with the increase of the efficiency of the activity. Labor productivity has increased from one year to another. The efficiency in using human resources is the way of observing some correlations between the main objectives and the results obtained from their realization. The study of certain correlations, at the level of the selected society, shows that biggest increase in turnover was obtained through labor productivity, therefore by intensive and not extensive means.*

**Key words:** labor, contract, production, staff

### **INTRODUCTION**

The company's main activity is the production, trade and industrialization of agrotechnological products.

The company operates in average 4,000 ha arable land per year, out of which 3,000 ha are irrigated, and is also engaged in raising dairy cattle ranging around 1,450 heads of cattle, of which 800 heads are breeding females.

The land that the company exploits is the property of the company, an area of 1,140 ha, and the difference is leased arable land that is owned by natural persons adjacent to the company.

The company produces on the arable land area cereals and technical plants as well as feeds necessary for the livestock sector. In livestock production, the company manufactures cow's milk and fattens cattle.

The initial social capital of 167,000 lei and 167 shares with a face value of 1,000 lei each during the activity underwent a series of increases in total value of 6,390,623 lei and decreases of 1,543,223 lei. At the moment of research, the social capital of the company being 5,015,000 lei.

The activity is organized in production farms and specialized service sectors of the production farms. Thus, the company has the following subunits: - 3 farms with vegetal

profile; - 1 dairy cattle breeding farm; - the servicing sector with repair profile of agricultural machinery and execution of services specific for agriculture towards the farms of the company; - the supply, distribution, transport sector, which aims at providing the necessary material for the production process, distribution of the products obtained by the farms and managing the means of transport necessary for the above activities; - the accounting department and a number of 219 employees, out of which 184 permanent employees.

In order to achieve its activity objective, S.C. Agrozootehnical Farm S.A. uses qualified and unqualified labor, according to the specific activity requirements.

The labor force used consists of employees with an individual labor contract of indefinite duration and seasonal employees with a fixed-term labor contract.

Labor resources are made up of communes and surrounding villages located between 3-20 km, but also labor recruited from Moldavia for seasonal work.

Given the specificity of the company, in order to ensure the labor force in the livestock sector, the company recruited the labor force also from Moldavia, but with labor contracts of indefinite duration, ensuring accommodation for the employees and their

families in the housing blocks owned by the company.

### MATERIALS AND METHODS

The efficiency of using human resources is highlighted by the manner of respecting some correlations between the main objectives and the results obtained from their realization. [2] The first correlation of efficiency is the following:

$$I_{ca} \geq I_{Fs} \geq I_{Ns}, \text{ where:}$$

$I_{ca}$  – turnover index;

$I_{Fs}$  – salary fund index;

$I_{Ns}$  – number of employees' index.

The second correlation of efficiency:

$$I_w \geq I_s, \text{ where:}$$

$I_w$  – labor productivity index;

$I_s$  – average salary index.

### RESULTS AND DISCUSSIONS

The company uses a large workforce in both livestock and vegetable sector due to the limited possibilities of the company towards mechanization.

Regarding the dynamics and structure of the staff employed by the company, there are significant reductions in mechanizers and animal caretakers, caused by the replacement of small power tractors with other high-power tractors, which have a 4-5 times higher productivity and higher economic yields.

Tabel 1. The workforce structure over the last three years

STAFF CATEGORY	Year 2016	Year 2017	Year 2018
TOTAL STAFF, from which:	279	245	219
Permanent employees, from which:	261	210	184
- workers, from which:	215	184	158
mechanizers	52	52	40
Caretakers	87	83	75
Drivers	16	16	14
- other staff	34	33	29
TESA staff, from which:	26	26	26
agronomic engineers	5	5	5
Veterinarians	5	5	5
Economists	2	2	2
- other staff	14	14	14
Seasonal workers	35	35	35

Source: own calculation.

Given the specificity of agriculture, employees work in the vegetable sector during spring, summer and autumn, all day long, including Saturdays, Sundays, according to the needs and the weather.

In animal husbandry, the schedule of employees is also tailored to the specific, in the sense that they work in the first part of the day from 5 to 9, and in the afternoon between 14:30-19:00 and by rotation on Saturdays and Sundays. [1]

Considering the fact that the studied company operates in the agri-food field, where the pedoclimatic conditions have a great influence on labor productivity, it is necessary to follow its level in dynamics over a longer period of time.

Tabel 2. Labor Productivity and Efficiency Correlations

INDICATOR	UM	Year 2016	Year 2017	Year 2018	2017/2016 %	2018/2017 %
Turnover	thousand lei	30,171	41,335	71,386	137.0	172.7
Average number of staff	Pers.	276	245	219	88.8	89.4
Salary fund	thousand lei	7,190.9	9,785.8	13,897	136.1	142
Annual average salary	thousand lei	33,046	39,942	63,456	120.9	158.8
Labor productivity	thousand lei/pers	109.3	168.7	325.9	154.3	193.2

Source: own calculation.

The data in the table above reflects the permanent concern of the company's management to increase work efficiency. Through a better organization of work and staff dimensioning, the management of the company has succeeded in carrying out an efficient activity.

Thus, labor productivity has increased from one year to another. This situation is on the one hand, the consequence of the decrease of the staff number that marks a decrease of 10.6% in the third year and, on the other hand, the increase of the turnover by over 70% in 2018 compared to 2017.

The first correlation of efficiency of the utilization of the human resources is the following:

$$I_{ca} \geq I_{Fs} \geq I_{Ns}$$

The obtained results was:

$$172.7\% \geq 142.0\% \geq 89.4\%.$$

The second correlation of efficiency was:

$$I_w \geq I_s$$

and the obtained results was:

$$193.2\% \geq 158.8\%.$$

## CONCLUSIONS

Two aspects are required to be highlighted through these correlations: first of all, the ascending dynamics of the volume and efficiency indicators that allow correlation; second of all, the spectacular leaps of these indicators [3] in 2018 compared to 2017:

$$I_w = 193.2\% \text{ and } I_{Ca} = 172.7\%.$$

Such a situation shows that most of the increase in turnover was obtained on the basis of labor productivity [4], therefore through intensive and not extensive means.

In the field of human resources for the organization of S.C. Agrozootechnical Farm S.A. on a sustainable basis, it is recommended:

- to provide qualified staff in perspective of the complex development of the activity; [10]
- to train employees on the application of sustainable technologies (based on efficiency and environmental protection); [9]
- to provide a marketing department in order to orientate and adapt production to market needs; [7]
- to increase labor productivity by introducing modern mechanization;
- to train employees regarding compliance with the veterinary, phytosanitary and quality standards of agricultural products;
- to ensure work motivation by setting salary incentives;
- to encourage the subordinate's initiative;
- that management should be based on a vision of individual motivation and responsibility; [6]
- to facilitate the workers' labor by ensuring adequate technical endowment;

- to create and maintain a favorable relational environment in order to achieve the objectives; [8]

- to constantly pursue the improvement and increase of the employees' qualification;

- to improve the management of the company, which also should keep in mind the accounting of ecological resources. [5]

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