

THE IMPORTANCE OF ASSESSING HUMAN RESOURCES FOR THE SUSTAINABLE DEVELOPMENT-A STUDY CASE, SOUTH WEST OLTENIA REGION

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Abstract

In the center of all the activities of an organization is the human being. All the other resources such as land, buildings, equipments, vehicles or money are only of a secondary importance. Without people, business cannot be achieved. The importance of the human being in the success management of a business is to make from the "Human Resource Management" the essential competence for all the managers. This responsibility is not only to give people jobs, to guide them how to work and to record their performances, although the managers have to do this thing. Beside all these, there is an investment: to give people the power they need to act efficiently and effective. It also means to exploit the individual knowledge, the talents, the imagination and creativity for the common good. The world changes with an unprecedented speed determine each organization to employ competent, well informed, loyal, flexible and talented personnel. The managers should think well at what they offer to employees and at what they expect from them if they want to reach high performance and increase the firm competitiveness.

Key words: economic development, sustainable development, education, continuous learning, human resources

INTRODUCTION

Human resource management is the organizational activity that allows the most efficient use of the people (employees) to achieve organizational goals, group and individual. [17]

The most outstanding "asset" of a company is the human resource. The other resources of the organization can be used only by means of human resource.

A country cannot develop economically, if it has not the appropriate human resources. The human resources capacity is obtained both by birth and through the accumulation of experience.

In order to achieve objectives, and ensure sustained success, it is imperative for any company that wants to be successful to identify ways in which to stimulate performance. [6]

Sustainable development must be a priority, allocating budget expenditures for education and research, health care and social assistance, and to recruit human resources that contribute to performance in organizations. [13]

By the accession of Romania to the European

Union, it has become a priority the organizing of the national economic space in units appropriated to the implementing of regional development policies and also the development of a proper statistical system. In Romania, there have been created 8 development regions, defined as „areas which correspond to groups of counties, established by their voluntary association, based on a convention signed by the representatives of the county councils and, respectively, by the general council of Bucharest.

These regions have similar dimensions as number of inhabitants and, except Bucharest-Ilfov region, as surface. The development regions are territorial units large enough to be a good basis for the development and implementation of regional development strategies, allowing the efficient use of financial and human resources.

Long term strategy of the organization sets the future directions, such as: increase income, market share, cost reduction, or diversification in another domain of activity. All these evolutions involve adjustments of the number and composition of the workforce. Therefore, it

is necessary to develop long-run and large-scale plans regarding the recruitment and selection of new employees, training of those existing or dismissal of the employees who no longer meet the needs of the organization. Consequently, the director of the human resources develops the strategy and submits it for approval to the administration council, establishing the categories of staff needed to be employed, and the funds required to be allocated for the recruitment-selection and for training-specialization, so that the enterprise to have sufficient and competent staff, at the appropriate time.

The strategic management of the human resources is the process through that the human resource management is linked to the overall strategy of the enterprise, in order to achieve the goals and objectives of the organization. [7]

The human resources strategy is that part of the general strategy of the enterprise that refers only to the human resources function, so that it is a functional strategy. Like in the case of the general strategy of the organization, in the human resources strategy, *decisions are taken at three levels*:

- *At strategic level*, the general director and the human resources manager establish long-term directions, such as career management, reward policies.
- *At managerial level*, the long-term plans are concretized through the development of concrete programs; for example, the recruitment program or the reward program.
- *At operational level*, the concrete programs that have been developed are put in practice. The salaries and other forms of reward are paid, the courses and other training and perfecting programs are organized and conducted, the staff recruitment and selection is done. The strategy should be developed on time, and not in response to crises that arise. So it has to be *proactive, not reactive*. The human resources managers are more involved in the strategy development stage, so there will be fewer crises in that resolving they should offer assistance.

The human resources strategy of the organization can have the expected results only when it is developed and is followed by the entire staff of the organization, when there is

close cooperation between the corporate top management and human resources managers. Particular attention should be paid to areas that require special talents and to events that major affect the human resources, such as: geographic expansion, introduction of products and services, increase the degree of automation, mergers and acquisitions, in order to see if there are or may be created specialists in the respective labor markets. There must be taken into consideration the factors affecting the human resource management: economic, demographic, social, political, modifying the branch configuration.

Some important studies presented the research results regarding labour force in Romania and its different regions. Some results referred to South West Oltenia Region, pointing out the dynamics of work force, the main indicators regarding active population, employment and unemployment, distribution of work force by living space, gender and training level, employment and unemployment rate, salary level, activity employment rate. [1, 3, 4, 9, 13, 15, 16, 17, 22]

In this context, the paper aimed to continue the analysis of work force in South West Oltenia Region in the period 2007-2012 and to analyze the human resource assessment in the agricultural companies whose business is oriented to a sustainable development.

MATERIALS AND METHODS

The paper presents a study case regarding the assessment of employed people in the South West Oltenia Region.

In this purpose, firstly, it was made an analysis of labor force in South West Oltenia Region using the following specific indicators: population, active population as total, by also by gender and living area, distribution of employed people by economic activity, employment and unemployment rate, GDP per capita as a measure of labor productivity.

The period of reference was 2007-2012 and the empirical data were collected from National institute of Statistics, Romania's Yearbooks 2009,2012, 2013, as well as from Statistical Division from Dolj County. [12,

16]
They were processed using the fixed basis indices and also the comparison method. The study also include a field survey based on a sample of 10 managers of agricultural holdings operating in South West Oltenia Region. The interviewees accepted to collaborate to this study answering to a questionnaire entitled "What kind of manager you are?" in order to identify what type of human resource management style they apply. The questionnaire included 28 questions

which are similar to the ones used by Covrig, S.S.(2007). [5]
The questions were grouped in 4 categories of 7 questions characterizing 4 management styles: (a) the management style focused on analysis and control (the questions 1-7), (b), the management style based on communication (the questions 8-14), (c) the productive-affective management style (the questions 15-21) and (d) the permissive-intuitive management style (the questions 22-28).

Table 1. The questionnaire used in the field survey

Management style	Questions
Management style focused on analysis and control	1.Are the length of the career in a company and loyalty the most important items of a recompense system? Yes/No 2.Are rules made to be respected? Yes/No 3.Do you prefer the activities which are involving you the most? Yes/No 4.Is the systematic control of the subordinates a need for an efficient management? Yes/No 5.Do you often use to criticize your own activity? Yes/No 6.Do you prefer to use official means of communication, task allocation and written letters? Yes/No 7.Is there a correct and incorrect way to fulfill your duties, but there is always the best one?Yes/No
Management style based on communication with the subordinates	8.Is the discussion about programmes and projects an efficient tool to motivate the subordinates? Yes/No 9.Do you prefer to establish the general directions of the activity, and the details to be mentioned during the activity running? Yes/No 10.Do you prefer to leave the details of the activity to be established by subordinates, but you ask them to set up periodical reports regarding their achievements? Yes/No 11.Are staff assessment, work recognition and material incentives the main factors contributing to the work motivation? Yes/No 12.Is it right that the most subordinates fulfil correctly their duties if they knew what they would have to do? Yes/No 13.Is a convincing leader an efficient manager? Yes/No 14.Is it important to explain to the new employees the objectives and strategy of the company, salary level and prospect of the professional carieer? Yes/No
Productive-affective management style	15.Do you appreciate original thinking if it has practical application? Yes/No 16.Is it important to pint out the success items and not the ones of failure? Yes/No 17.Are always the group decisions the best because the subordinates could contribute to them by their experience? Yes/No 18.Is it right that each of us is born with the ability to solve problems and be a creative person? Yes/No 19.Is it important to you to develop a pleasant business and earn more money? Yes/No 20.Is the variety of work environment a way to increase the enthusiasm and productivity? Yes/No 21.Is it important to help anew employee presenting him/her the relationships inside the company and general requirements of a task and its details to be found later? Yes/No
Permissive and intuitive management style	22.Is the mutual confidence a way to integrate the individual needs with the company interests and goals? Yes/No 23.Is it true that the activity is achieved the best when each employee establishes his/her own ways to fulfil the tasks? Yes/No 24.Is the subordinates' success or failure the most efficient form of assessment? Yes/No 25.Do you think that when work productivity is low, it is the best to go walking or watching a movie instead of analyzing the causes? Yes/No 26.Doyou like the meetings with your collaborators to make a brainstorming session in order to collect their ideas for setting up the future programmes and strategies of the company? Yes/No 27.Do the Management Board Meetings and the hierarchical relationships irritate and disturb you from the normal running of the activities in the company? Yes/No 28.Any time when you are facing a resistance to a new project or the things are going on a false track, is it the best way to postpone till the situation will become more favorable? Yes/No

Source: Covrig Model, 2007[5]

The questionnaire used in the field survey is presented in Table 1.

RESULTS AND DISCUSSIONS

1. Evaluation of human resources activity

Many of the experts in human resources consider that the activity results they perform

could not be quantified.

Generally, the human resources activity is perceived as generating costs, without contributing directly to the income of the enterprise. Therefore, it is often the target of reducing costs.

In terms of costs and benefits, the human resource activities are classified by the

directors and managers in: (a)Essential activities, (b)Optional activities and (c)Optional studies.

Essential human resources activities are considered those without which the organization cannot develop. The need to conduct these activities is pressing and real, although incur high costs, and the benefits of these activities are directly and measurable. Such activities are: (a)recruitment, selection; (b)training at the workplace; (c)remuneration; (d)the benefits programs; (e)work protection; (f) relations with the unions.

Human resource activities are considered optional: job analysis, performance evaluation, career development, training programs, organizational communication, human resource planning.

The managers consider them as useful management tools, but expensive and without clear and immediate utility for organization. Since these activities benefits are indirect and unquantifiable, in some organizations they are considered unimportant, and in others represent a luxury possible to be satisfied only in favorable economic conditions.

The optional studies of the human resources, such as:

- the analysis surveys of the employees attitude,
- the evaluation of staff training programs, are least recognized as necessary by managers, who rarely understand their utility, this being very difficult to quantify.

2. Attracting and selection of human resources unoccupied

Being an activity performed by the organization to attract human resources unoccupied, in order to meet the needs of workforce, the recruitment involves choosing the best performing employees, a prerequisite condition for the success of a company. An important role in attracting staff is the provision of specific working conditions to the intelligent, creative and initiative employees. [2]

The recruitment decision is the result of the human resources forecasting management, because any enterprise realizes its recruitment process either to adapt the amount of work available to the activity needs, or to balance the human resources depending on the

recruitments and departures scheduled. For this reason, the recruitments can have a strategic character, responding to long-term requirements, or to conjuncture requirements, or are related to the internal staff movements, such as the release of a job as a result of promotion or transfers.

The main classification of the recruitment sources relates to the internal and external sources, each with its own advantages and disadvantages. Although the internal recruitment is more advantageous in some cases, both for enterprise and for candidate (motivation increases, as well as the sense of belonging to the organization), because is faster, there are known more information about candidate, the time for job guidance is shortened considerably, it prevents the recruitment of employees with more knowledge, favoring the appearance of „Peter principle”, according to which „people tend to get up the hierarchical ladder up to their level of incompetence”. The external recruitment, besides the fact that attracts a staff with more new knowledge, which determines the increasing of the competitiveness level and allows the enrichment of the internal human potential of the enterprise, can have negative effects, which are reflected in the difficulty of attracting candidates, given the complexity of the labor market, the costs are much higher than for internal selection, and job integration time required is much higher. Another negative aspect that the employer assumes is the risk that the new employees do not raise the expectations, having a lower potential than could be observed in the selection process.

The staff selection precedes the recruitment activity, and requires candidates' evaluation by different methods and selection of the one that is most compatible with the job, after that the hire offer is done. Selection of the human resources is an uncontested activity, of it depends the success of human resource management and of the activity developed.

The human resources selection takes place in the staff department of the enterprise and the responsibility is of the staff department manager, or of the superior management. [11] This stage is very important for creating the organization relationship with the public, because is created an unfavorable image both

for employers and for organization. This is an aspect overlooked by many human resources specialists, because they forget that in the recruitment and selection process not only the employer evaluates the candidate, but also the candidate assesses the organization. If discriminatory selection practices are used, if using inappropriate tests or behavior, the future employee may consider organization as inappropriate to its needs. [22]

In the selection stage can be used different tools: job applications, CV-s, references, tests, medical examinations or interviews. Selection tests are often standard tests that take into consideration the providing of a tool for an objective measurement of the human characteristics. Regardless of the tools used in the selection stage, the employment must comply with relevant legislation, without taking account of the stereotypes or discriminations against persons with disabilities or minorities.

To streamline the human resources department, are needed new approaches in terms of recruitment and selection of staff. The main trend that determines new approaches of the human resources specialists and not only, is primarily the youth trend to develop a career at the workplace. How the enterprises respond to this trend? One answer is that the representatives of the human resources departments of the enterprises to organize different forms of dialogue with the young people close to graduation to better understand their wishes and aspirations. Also, the students from the final year can be chosen for the fulfillment of responsibilities within the enterprise in order to better knowledge of the profession for which they are preparing. [12]

Other trends regarding the recruitment are:

- development of the employer brand- they give a special importance to increase the online visibility and media coverage;
- dedicating time to the environmental objectives;
- more information programs for the employee – the employer approaching proactively to the key employees of the firm to transmit or transforming the reward system into a more visible object and more understandable to all;
- using the employees blog-s for the recruiting announcements;

- revitalization of the page that contains jobs;
- the use of the online video communication means has surpassed other domains, becoming one of the most interesting ways to demonstrate the emotion and passion of those working in that firm (a more than adequate example is Google);

- use of recruitment through mobile phones, namely by SMS, video by mobile phone or internet pages with jobs accessible through mobile phones;

- modernization plans for succession of managers, as globalization and increasing the retirement age become stringent realities, so that it will be necessary to replace the retirees and adding the external candidates to the succession plan;

- recruiting at global level through globalization of the own websites, using the global recruitment sites or globalization of programs for transmitting information.

3.Development Strategy for South West Oltenia Region, for 2014-2020, Strategic Area 6. Human resource development, social inclusion growth [8]

Romania is running an important Strategical Programme for the period 2014-2020, having the goals to assure human resource development and social inclusion growth.

One of the priorities of the European Commission for 2020 is the inclusive growth, alongside with intelligent and sustainable growth. Thus, it will put an increased accent on the human resources development, education and the development of their skills, lifelong learning, promoting social inclusion, increasing the employment of labor, poverty reduction, and strengthening the administrative capacity.

Also, the Lisbon Strategy relaunched can be achieved only based on the increasing level of training the human resources, through better systems of education and training. In this context, the European Commission has proposed the focusing on the European cooperation in education and training, until 2020, on four strategic directions: implementation of lifelong learning; improving the quality, efficiency and the results of education and training systems; promote the equity and active citizenship; increase the

innovation and creativity, including entrepreneurship, at all levels of education and training. [10, 21]

In the Romanian society, there is a widespread recognition of the fact that education represents the strategic factor of the future development of the country, through its essential contribution to the multidimensional and predictive shaping of the human capital. Education should be perceived as a way to sustainable development that, in fact, is a learning process in searching of innovative solutions.

The quality training of human resources is a precondition for a competitive performing on the labor market. A highly skilled workforce is essential for a knowledge-based, competitive and sustainable economy.

In the current economic and financial crisis conditions, the investment in continuous training, qualifying, retraining or professional conversion is the leverage for increasing flexibility and adaptability to the new challenges.

For the next programming period, the investment in the quality development and growth of human resources from the South West Oltenia Region will be supported and encouraged in all areas, but especially in: education, research, social, health, public administration, good governance, economics and entrepreneurship.

Thus, by the investment in human resources development in the areas mentioned above, at the South West Region level will encourage and support also indirect outcomes such as: expansion, diversification and improving the quality of health and social services, public administration, etc. but also their access to the population.

The population health is one of the most important aspects of the quality of human capital, which is a key component in the process of increasing the competitiveness of the regional and local level. Meanwhile, the access of population to quality health services and health care has a direct implication in increasing their life quality.

Another domain that should represent a priority for the South West Region in the next programming period is the social services and human resources involved. It should further

support the development, expansion, diversification and increase the quality of social services for a wide range of beneficiaries, especially disadvantaged and vulnerable groups, and also people with special and social needs. [19]

Among the people with the greatest needs for social reintegration in the South West Region are: disadvantaged persons of Rom ethnicity, disabled persons, single elder people, long-term unemployed, people with poor training and qualification, addicted persons, victims of domestic violence, ex-prisoners, etc.

An essential role in the sustainable development process at regional and local level is of local public administration, both by the involvement and support of this process and by providing people and potential beneficiaries (firms, investors, etc.) of a wide range of services. Diversification, development and increase the quality of local public services, but also of their accessibility is an essential condition in raising the standard of living of the inhabitants, but also in involving the community in the management and sustainable development activity at local and regional level.

Within the European Union, one of the most relevant changes is the awareness of social policy importance alongside with the employment, which are considered features that make the difference between developed societies.

The low participation on the labor market remains a challenge for Romania. The insufficient institutional capacity, low level of national services for labor employment, the inadequate level of skills acquired after graduation, high school dropout rate, persistent mismatch between the qualifications offered by the education system and labor market demands, low rate participation in programs of lifelong learning, training and professional retraining, low investment in training and increasing the quality of human resources and other issues will be challenges in the next programming period at the South West Region level in order to support and develop policies, projects, actions or concrete measures aimed at increasing employment, participation on the labor market.

In the last twenty years, in the South West Region, but also in Romania, there have been a series of negative demographic phenomena that caused demographic changes, one of the most important consequences being the raising of population decline.

4. Analysis of work force in South West Oltenia Region, Romania

To have an idea about the situation of human resource in the South West Oltenia Region, a brief analysis is presented below regarding the dynamics of the main indicators during the period 2007-2012.

The South West Oltenia Region is a part of the West Development Region of Romania. It consists of 5 counties: Dolj, Gorj, Mehedinti, Olt and Valcea counties, totalizing 29,212 square km surface, representing 12.25 % of Romania's territory. [13]

In 2012, the population of the South West Oltenia Region accounted for 2,220,224 inhabitants of which: 31.38 % were living in Dolj County, 16.86 % in Gorj County, 12.98 % in Mehedinti County, 20.56 % in Olt County and 18.22 % in Valcea County. (Table 2)

Table 2. Population of the South West Oltenia Region by county in 2012 (persons)

County	Population (persons)	Share (%)
South West Oltenia Region- Total	2,220,224	100.00
Dolj	696,774	31.38
Gorj	374,233	16.86
Mehedinti	288,086	12.98
Olt	456,536	20.56
Valcea	404,595	18.22

Source: NIS, 2013, Own calculations [12]

The active population slightly declined from 1,103 thousand persons in 2007 to 1,100 thousand persons in 2011. (NIS, 2012)

At national level, it was recorded a similar decreasing trend, Romania's active population, registering a decline from 9,353 thousand persons in 2007 to 9,263 thousand persons in 2012, meaning by 0.97 % less. (NIS, 2013)

The number of civil population is higher in Dolj County, (31.8 %) followed by Valcea, Olt, Gorj and finally by Mehedinti county where it was found the smallest number of population (12.98 %). (Table 3).

Table 3. The structure of civil population by county in the South West Oltenia Region, 2007 and 2011 (%)

County	2007	2011
South West Oltenia Region	922,3	898,2
Dolj	31.5	31.8
Gorj	16.0	16.0
Mehedinti	13.3	13.0
Olt	19.8	19.4
Valcea	19.4	19.8

Source: NIS, 2012, Own calculations. [12]

Table 4. Dynamics of active population in the South West Oltenia Region, 2007-2011 (Thousand persons)

Spec.	2007	2008	2009	2010	2011	2011/2007 %
Active pop.	1,103	1,112	1,107	1,100	1,100	99.72
Employed People	1,028	1,040	1,032	1,017	1,024	99.61

Source: NIS, 2012, Own calculations [12]

About 55.66 % of the population in the area is living in the rural space, with small differences from a county to another.

In this respect, a slight decline was registered from 56.22 % in 2007 to 55.66 % in 2011. (Table 5)

Table 5. Dynamics of employed population in the South West Oltenia Region by living space, 2007-2011 (Thousand persons)

Spec.	2007	2008	2009	2010	2011	2011/2007 %
Employed people	1,028	1,040	1,032	1,017	1,024	99.61
Rural	578	590	594	584	570	98.61
Share(%)	56.22	56.73	57.55	57.42	55.66	-
Urban	450	450	438	433	454	100.88
Share(%)	43.78	43.27	42.45	42.58	44.34	-

Source: NIS, 2012, Own calculations [12]

At national level, the distribution of employed people by living area showed that 51.4 % of the population is employed in the urban area, while the remaining of 48.6% was employed in the rural area.

Therefore, the South West Oltenia region had an agricultural characteristic as long as more people compared to the national average percent were living in the rural area.

By gender, in 2011, the South West Oltenia Region had 558 thousand males (54.49 %) and 466 thousand females (45.51 %) compared to the level recorded in 2007: 563 thousand males (54.76 %) and 465 thousand females (45.23 %). (NIS, 2012)

At national level, the male active employed

population is dominant, with a share of 55.33 %, while the female employees accounted just for 44.67 % in 2012. (NIS, 2013) [14]

Employment rate was 18 % in average, but in agriculture was very high, 46.6 % in comparison with other fields of activity: 14 % in trade, transport, accommodation and food service and 4.5 % in buildings.

Unemployment rate was about 6 % compared to 7 % at national level.

At national level, employment rate registered a slight increase from 58.8 % in 2007 to 59.5 % in 2012, and the unemployment rate recorded also an increasing trend from 6.4 % in 2007 to 7 % in 2012.

The Ministry of Work, Family and Social Protection in its National Agency for Work Force Employment (ANOFM) Report concluded at December 31 [20], 2014, mentioned that in Romania there were 478,338 unemployed people, by 9,489 persons more than in November 2014. The unemployment rate increased for men to 5.78 %, while for women decline to 4.73 % at national level. From the total unemployed people, 66.74 % were in the rural area. [18]

The unemployment rate is very high in the South West Oltenia Region.

However, as a positive aspect regarding the South West Oltenia Region, at December 31, 2014, the number of unemployed people decreased by 11 persons in Olt county and by 76 persons in Mehedinti County, while in Valcea county is increased by 25 %.

Dolj (0.20 %), Olt (8.11 %) and Mehedinti (9.75%) have a high unemployment rate compared to other counties, mainly with Ilfov County (1.56 %, the lowest level).

Similar results were noticed in 2012 when Dolj county had 9.69 %, Gorj 7.78 %, Mehedinti 9.8 %, Olt 8.01 % and Valcea 6.35 %.

Also, the youth unemployment is one of the highest in the EU, 21.9 %, a reason as socila inclusion to be among the top priorities of the EU in the its future strategy. [1]

Agriculture is well represented among the activities run by the local population. However, almost all the "farmers" have subsistence holdings, and their agricultural land is spread in many small plots which do not allow the application of high technologies and as a result

labor productivity is very low. [21]

The contribution of the South West Oltenia Region agriculture to GDP was 7.5 % in 2012, while the other economic branches contributed much better: 45.2 % services, 25.7 % industry, 12.3 % constructions, 9.3 % others. [16] Employed people in agriculture of the Region accounted for 931,9 thousand people in 2012, of which in agriculture 322.7 thousand people (34.62 %), industry 179.9 thousand people (19.30 %), constructions 61.7 thousand people (6.62 %) and trade 94.6 thousand people (10.15 %). [12, 16]

The highest vacant seats rate was registered for qualified workers in agriculture, forestry and fishing, 1.27 %, compared to 0.46 % for specialists in various fields of activity and service workers [13]

According to the forecast for 2020, it is expected as the demographic situation to be worse.

About 1 million ha are destined to agriculture for cropping cereals, oil plants, vegetables, fruits, potatoes, sugar beet and vine.

The main industries in the are: machinery industry, chemicals, metallurgy, food industry, textile industry, building materials and ship building.

The main companies operating in the local industry in 2013 were: Alro SA, Pirelli Tyres Romania SRL and TMK-Artrom SA, in Slatina, Olt County, The Energetical Complex Turceni SA, and Rovinari SA, Gorj County, The Energetical Complex Craiova SA, CEZ Distribution SA – Craiova, CEZ Selling SA – Craiova, Dolj County, The Autonomous Company for Nuclear Activities RA, Drobeta Turnu Severin, Mehedinti County, MW România SA, Drăgășani, Olt County. [6]

5. Assessment of the management styles practiced by the managers of agricultural companies operating in South West Oltenia Region

The 10 managers of agricultural holdings in the area are characterized by a specific structure depending on age, farm profile, profession and training level.

The distribution of managers by age category was the following one: 40 % between 41-50 year old, 30 % between 31-40 years old, 10 % between 20-30 years old, 10 % between 51-60

years old and 10 % over 60 (Table 6).

Table 6. Managers' distribution by age

	20-30 years	31-40 years	41-50 years	51-60 years	Over 60 years	Total
No	1	3	4	1	1	10
Share (%)	10	30	40	10	10	100

Source: Own calculation.

The managers' structure by farm profile was the following one: 60 % were dealing with cereal cropping, 20 % with dairy farming and 20 % with vegetable growing (Table 7).

Table 7. Managers' distribution by farm profile

	Cereal cropping	Dairy farming	Vegetable growing	Total
No.	6	2	2	10
Share (%)	60	20	20	100

Source: Own calculation

The managers' structure by profession was the following one: 60 % agronomists, 20 % veterinary doctors and 20 % horticulturists (Table 8).

Table 8. Managers' structure by profession

	Agronomist	Veterinarian	Horticulturist	Total
No.	6	2	2	10
Share (%)	60	20	20	100

Source: Own calculation

The managers training level was very high because all of them graduated a faculty at University of Craiova and University of Agricultural Sciences and Veterinary Medicine of Bucharest.

The managers' answers (Yes/No) by question are presented in Table 9.

For the 1st set of questions, it was recorded a number of 56 "Yes" answers, representing 80 % of the 70 possible answers and 14 "No" answers that is 20 %.

For the 2nd set of questions, there were registered 45 " Yes" answers (64.28 %) and 25 "No" answers (35.72 %)

For the 3rd set of questions, there were counted 40 "Yes" answers (57.14 %) and 30 "No" answers (12.86%).

For the 4th set of questions, there were registered 35 " Yes" answers (50 %) and 35 "

No" answers (50%).

Taking into account all the 28 questions, the managers gave 176 " Yes" answers and 104 " No" answers, totalizing 280.

It is obvious that a number of 6 managers are practicing the 1st management style based on analysis and control of the subordinates, because the tasks are officially communicated, the rules should be respected by every employee, the results' evaluation is compulsory, including also the manager own results, looking for the best solutions to better solve the problems.

The manager M1 has affirmatively answered all the 7 questions characterizing the 1st style, representing 36.84 % of the total 19 affirmative answers and 25 % of all the 28 answers.

The manager M2 also answered affirmatively all the 7 questions characterizing the 1st style of management, representing 38.88 % of the total 18 "Yes" answers and 25 % of all the 28 answers.

The manager M3 gave 7 " Yes" answers, representing 38.88 % of the total 18 "Yes" answers and 25 5 of all the 28 answers.

The manager M4 answered positively 6 questions and 1 negatively. The positive answers represented 35.29 % of the 17 positive answers and 21.42 % of all the 28 answers.

The manager M6 recorded 6 " Yes" answers and 1 " No" answers. The positive answers represented 33.33 % of the 18 positive answers and 21.42 % of all the 28 answers.

The manager M7 also recorded 6 " Yes" replies, representing 37.50 % of the 16 positive answers and 21.42 % of all the 28 answers.

A number of 2 managers are practicing the 2nd management style based on communication.

They discuss all the plans and projects with their subordinates showing them the general directions and objectives of the company and also the measures needed to be taken, because they consider that the employees should be convinced what they have to do and what incentives they will get after fulfilling their duties the best way.

Table 9. Managers' answers (Yes/No) by question

Question number	Managers' answers									
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10
1	Yes	Yes	Yes	No	No	No	Yes	No	No	No
2	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3	Yes	Yes	Yes	Yes	No	Yes	Yes	No	Yes	No
4	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
5	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No
6	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
7	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes
8	No	Yes	Yes	No	Yes	Yes	Yes	No	Yes	Yes
9	Yes	No	Yes	No	Yes	No	No	No	Yes	No
10	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
11	Yes	No	Yes	Yes	Yes	No	No	Yes	Yes	No
12	No	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	No
13	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
14	No	No	No	No	Yes	No	No	No	Yes	No
15	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
16	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
17	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Yes	Yes
18	No	No	No	No	No	No	No	No	No	Yes
19	Yes	No	No	No	No	Yes	No	No	Yes	Yes
20	Yes	Yes	Yes	Yes	No	Yes	Yes	No	No	Yes
21	No	No	No	No	No	No	No	No	No	No
22	No	No	No	No	Yes	No	No	Yes	Yes	Yes
23	No	No	No	No	No	No	No	Yes	No	No
24	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
25	No	No	No	No	No	No	No	Yes	No	No
26	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No
27	No	No	No	No	No	Yes	No	Yes	No	No
28	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes

Source: Own centralization of the results

The manager M5 registered 7 "Yes" answers that is 36.84 % of the 19 positive answers and 25 % of all the 28 answers.

The manager M9 also recorded 7 "Yes" answers representing 35 % of the 20 positive replies and 25 % of the all 28 answers.

Only one manager M10 is practicing the 3rd productive-affective management style as he considers that group decisions are the best ones as each subordinate could offer good solutions to many problems, based on his practical experience and original thinking. also, he consider that work environment is very important to keep the spirit and grow the productivity of the employees with a deep positive impact on the company performance.

The manager M10 registered 6 "Yes" answers representing 37.50 % of the 16 positive answers and 21.12 % of all the 28 answers.

The manager M8 is the only one who likes to apply the 4th management style based on mutual trust, permission and intuition, leaving the employees to establish the ways needed to

solve problems. He also like brainstorming and uses it to collect the best opinions from his collaborators. He registered 6 " Yes" answers for this style, representing 40 % of the 15 "Yes" answers and 21.42 % of all the possible answers.(Table 10)

As one can notice from Table 10, each manager has opinions on all the other management styles, he agrees or disagrees various aspects which could allow us to draw the conclusion that each manager could apply a mixture of management styles, selecting the most adequate depending on the situation of the company, characterizing him what kind of manager is.

This is a peculiar aspect not only the agricultural companies but also for the companies dealing with other businesses. But in the field of agriculture, where production processes are under the continuous change of the market and climate conditions, the management style should be a flexible one, even though a manager could have a dominant style.

Table 10. Managers' answers by management style

Manager	Answers for the management style based on analysis and control		Answers for The management style based on communication		Answers for the productive-affective management style		Answers for the permissive and intuitive management style		Total answers	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
M1	7	0	4	3	5	2	3	4	19	9
M2	7	0	4	3	4	3	3	4	18	10
M3	7	0	4	3	4	3	3	4	18	10
M4	6	1	4	3	4	3	3	4	17	11
M5	5	2	7	0	3	4	4	3	19	9
M6	6	1	4	3	4	3	4	3	18	10
M7	6	1	4	3	4	3	2	5	16	12
M8	3	4	4	3	2	5	6	1	15	13
M9	5	2	7	0	4	3	4	3	20	8
M10	4	3	3	4	6	1	3	4	16	12
Total	56	14	45	23	40	30	35	35	176	104

Source: Own calculations.

6. Measures to be taken in order to improve human resource management

The objectives of the Strategy for South West Oltenia Region for 2014-2020, Strategic Area 6. Human resource development could be reached only if important measures will be taken to improve the human resource management.

Among the most important measures, there are the following ones:

- Facilitating the access to education and qualification of people working in the fields of: education, research, social, health, public administration, economics and entrepreneurship;
- Encourage and support the active population in improving their skills through access to training and lifelong learning;
- Diversify and increase the quality of services provided by public administration and strengthening of good governance;
- Improve the quality of human resources and supporting professional and territorial mobility of labor;
- Development and diversification of labor offer by encouraging and supporting the creation of new jobs
- Improving labor intermediation;
- Promoting and supporting the fundamental rights, combat discrimination, exclusion and prejudice among vulnerable groups and disadvantaged communities;
- Employment growth by supporting the creation of new jobs and facilitates the access

on labor market among the vulnerable persons or socially disadvantaged persons;

- Improving the quality of life for vulnerable and social disadvantaged groups by facilitating the access to education, training, qualifying and retraining, particularly for the population of Roma ethnicity;
- Promote and support the social economy and social enterprises.

CONCLUSIONS

The human resources represent the only resource from an enterprise which can have the capacity to increase its value over passing the time, unlike all the other resources of the enterprise, that wear out if not physically, then morally.

The organizations have then to purchase and to allocate the necessary resources in reaching the goals. By the way these resources are used depends the future of the organization. All the organizations are composed of people, which are placed in the forefront so that to reach much easier the goals proposed.

The human resources management studies or should study the "human part" of the organizations management and not least the relationships employees - employer. The aim is to ensure that the employees, human resources respectively, are used so that the employers obtain the greatest possible benefits from the skills of the employees and

they, in their turn, obtain both material and spiritual rewards at the workplace. The human resources management is based on finding a work psychology using techniques and procedures known as « personnel management », which is that part of the human resources management that concerns of ensuring resources for the organization, determining and meeting the needs at the work place, procedures and practical rules governing the relations between the organization and the human resource.

The study case regarding the South West Oltenia Region reflected how important are human resources mainly in agriculture, but also in the field of services, industry and constructions.

The high percentage of the rural population, the low productivity level, the low training level, the lack of material and financial resources are major aspects which the authorities should take into account in the future in order to increase performance and competitiveness of the local economy and solve the social problems.

In the human resource management, the managers' capacity and abilities to work with their subordinates depend on their professional knowledge and practical experience, communication skills, assertiveness, intuition, abilities to evaluate the strengths and weaknesses of their employees, to distribute the tasks and responsibilities in the most adequate way to each one, to explain all of them the objectives the company need to reach and the ways and measures required to fulfill the goals.

A good manager is the one capable to assess himself in a critical manner and consider that he should improve all the time his management style.

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