

Creating Comprehensive Human Resources Management Policies and Instruments by Using Strategic Personnel Planning – A Case Study on Romania’s Situation: a Quantitative and Qualitative Analysis

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Abstract: The paper entitled “Creating Comprehensive Human Resources Management Policies and Instruments by Using Strategic Personnel Planning – A Case Study on Romania’s Situation: a Quantitative and Qualitative Analysis” addresses the following key aspects: first of all, the notions of human resources management and strategic personnel planning are defined and analysed; second of all, the necessity and the importance of creating and using comprehensive human resources management policies and instruments is taken into account; third of all, a case study done in a Romanian organization is presented, in terms of a quantitative and qualitative analysis; fourth of all, the results of the case study are presented and future predictions are made concerning the situation of similar organizations in Romania as well as in other countries worldwide; fifth of all, the conclusions of this research paper are drawn, the limitations are presented and justified and the future research plans are presented.

Key words: human resources management, policies, instruments, strategic personnel planning, quantitative analysis, qualitative analysis, Romania’s situation.

JEL-classification: J24, M00, M50, M51, M53, M54, O15, O20

Introduction

The human resources management is extremely important today due to the fact that it offers each and every company the opportunity to evaluate its most important asset, the personal, based on the past and present evolution, while using the appropriate policies, measurements and instruments, as well as by taking into consideration its general rules and regulations (Armstrong, Michael, 2006; Itika, Josephat Stephen, 2011).

Moreover, the strategic personnel planning, as part of the human resources management offers, in turn, an in-depth analysis of the human resources in an enterprise (Civil Service Branch, 1995).

However, the advantage of considering the strategic personnel planning is that besides the fact that it provides relevant data concerning the past activities of the company it also provides the opportunity to make a prospect of the current situation and offer a valid future perspective in terms of (Government of Romania, Ministry of Labour, Family and Equal Opportunities, 2007):

- The incoming and out coming personnel of the company;
- The past needs;
- The current need and the future needs of the company based on the income, the future plans and the general availability of marketplace as a whole.

Furthermore, there is a need for a higher involvement of the companies in terms of creating a better working environment, with respect towards the personal, the environment itself, while taking into consideration the following elements (Article no. 1: Chapter 1: “What is human resources management?”, Jones and Bartlett Learning; Article no. 2: “Întreprinderile mici și mijlocii (I.M.M.)”, 2012; Article no. 3: “Beginning Management of Human Resources, v. 1.0”, 2012; Article no. 4: “Introduction to human resource management and environment”):

- The equality;
- The opportunities of the employees to be promoted;
- The possibilities of the employees to get more involved in the daily development of the company;

- The opportunities of the employees to have access to training programs.

This research paper entitled “Creating Comprehensive Human Resources Management Policies and Instruments by Using Strategic Personnel Planning – A Case Study on Romania’s Situation: a Quantitative and Qualitative Analysis” focuses on the following key aspects:

- The notions of human resources management and strategic personnel planning are defined and analysed;
- The necessity and the importance of creating and using comprehensive human resources management policies and instruments is taken into account;
- A case study done in a Romanian organization is presented, in terms of a quantitative and qualitative analysis;
- The results of the case study are presented and future predictions are made concerning the situation of similar organizations in Romania as well as in other countries worldwide;

- The conclusions of this research paper are drawn, the limitations are presented and justified and the future research plans are presented.

1.) What is “human resources management”?

The “human resources management” makes the connection between the organization, the employer and the employees, in terms of reaching the objectives and the goals of an enterprise, as well as in being able to focus on the strategies needed in order to offer the employees the possibility to transform the company’s targets into their own set of objectives, triggered by moral values and by the use of policies and regulations able to strengthen the company’s position on the marketplace (see, in this matter, Figure no. 1: “Human resources – significance, importance, implications, triggers and values for an organization”).

Figure no. 1: “Human resources – significance, importance, implications, triggers and values for an organization”



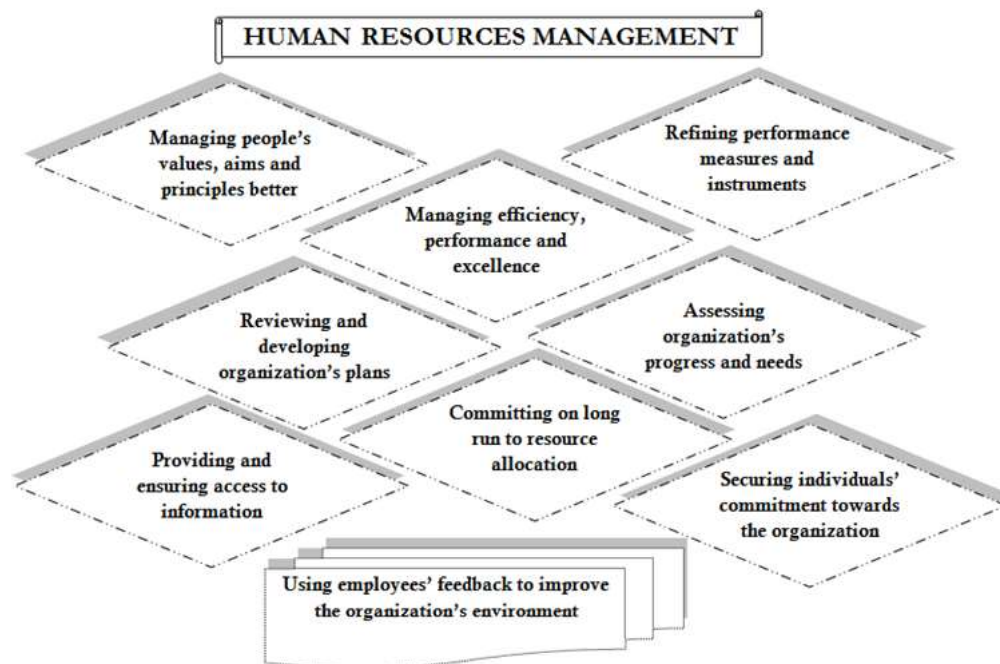
Source: The Authors' ideas after analysing the scientific literature presented in the reference section of this Article.

With the help of the human resources department, during the recruitment period, the individuals selected as having the potential of becoming employees on medium or long run, should be the ones that think less of the benefits (although they are also important and extremely motivational) and more on the chance offered to have a job in a prestigious company, or in a company in which the turnover is high and in some particular cases it can be shared in a higher percentage with only a specific range of employees (a case that usually happens in law firms, where the best attorneys are the ones who will be rewarded, in time, by being made partners and gaining much more than the rest of the co-workers there).

In addition, during the selection process, the focus should be (besides, the prestige

and the profit of the company, which were the two factors previously mentioned above) also on the diversity of tasks that someone may have the chance to perform at the place of work and the promotion opportunities offered. In this case, it can be noticed that, given the needs of the company, the enterprise may get to expand, open new branches (in the same area or in a different area, in most cases, in different countries as well) and need the best employees to get involved in jobs that will required greater responsibility, which in turn will mean a higher income as well. So, a good business should know how to motivate the employees and determine them to stay focused on work, profit and promotion opportunities.

Figure no. 2: "Human resources management and what does showing commitment on long run towards an organization really means"



Source: The Authors' ideas after analysing the scientific literature presented in the reference section of this Article.

It is a general fact that between the employer and the employees of a company will always be some tensions. In this matter, the aspects presented below need to be taken into consideration when analysing the role and the importance of the human resources management (see, in this matter, Figure no. 2: "Human resources management and what does showing commitment on long run towards an organization really means"):

- Managing people's values, aims and principles better: this means that being aware of people's values, aims and principles is not enough and the key to success is represented by establishing and appropriate manner in which all these elements are recognized and put to work by the organization;

- Managing efficiency, performance and excellence: the basic elements represented by the profit, revenue, efficacy and efficiency need to be overcome by aspects such as performance and excellence, which refine each organization goals and offer the chance to set a new level of competition, beyond the one with other companies acting on the same type of market and addressing a similar range of customers, the one of competing with oneself, and trying and even attempting to be better from one day to another;

- Refining performance measures and instruments: which gives the chance to an organization to focus not only on elements such as the income, profit, market quota, but also on aspects connected to preserving the environment, using ecological products, becoming sustainable in time and showing respects towards individuals values and needs;

- Reviewing and developing organization's plans;

- Assessing organization's progress and needs;

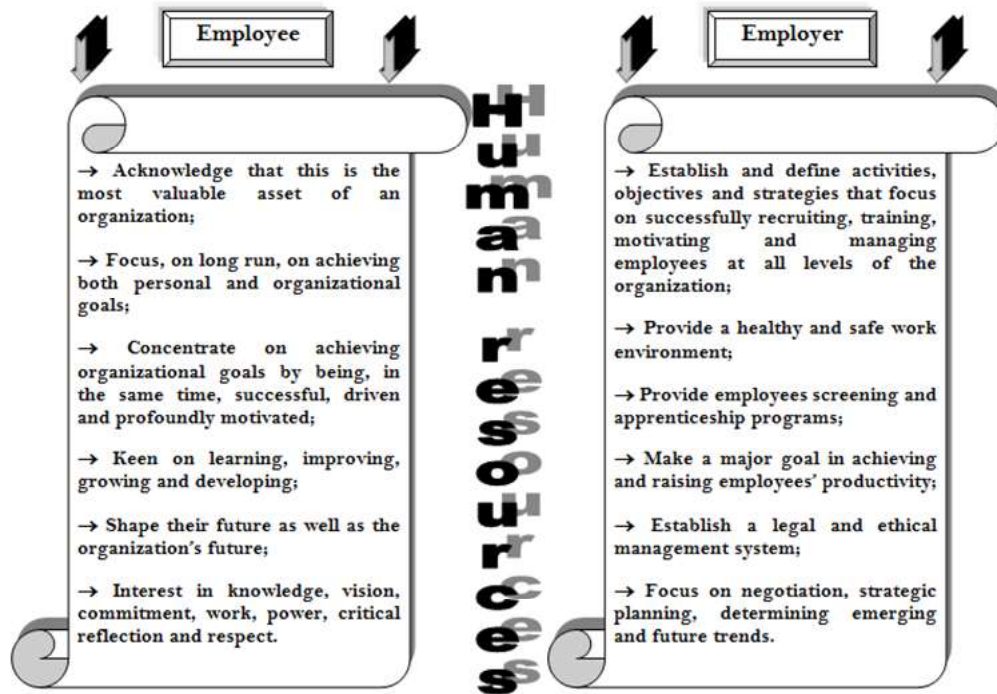
- Committing on long run to resource allocation;

- Providing and ensuring access to information;

- Securing individuals' commitment towards the organization;

- Using employees' feedback to improve the organization's environment.

Figure no. 3: "The relationship existing between the employee and the employer – valuable connection of the human resources management in an organization"



Source: The Authors' ideas after analysing the scientific literature presented in the reference section of this Article.

It is our strong opinion that by using the employees' feedback to improve the organization's environment, as well as by taken into consideration the employees' suggestions, in time, a company will become more and more valuable for the people working there and for the community in which it activates. Also, additionally, by offering individuals the chance to express their own thoughts and their own experience based on practice, the enterprise will only have to gain. The solution, on the long run, is to establish a strong bond between the employer, the company and the employees, based on values such as: respect; the appraisal of hard work; the legal rights recognition; the chance to be rewarded and

prompted, the opportunity to become more involved in the company and to work closer to the people having managerial positions; the possibility to become more visible and more implicated in the organization's life. Hence, it is not enough for a company just to state, among its values, the idea of being opened to the employees' suggestions, ideas or feedback. An enterprise needs to really show all these elements stated above and put all its values into action and into practice in order to be respected, trustworthy and find its recognition.

So, regarding the employees of an organization, the following aspects need to be seen as both extremely valuable and

important (see, in this matter, Figure no. 3: “The relationship existing between the employee and the employer – valuable connection of the human resources management in an organization”):

- Acknowledge that this is the most valuable asset of an organization;
- Focus, on long run, on achieving both personal and organizational goals;
- Concentrate on achieving organizational goals by being, in the same time, successful, driven and profoundly motivated;
- Keen on learning, improving, growing and developing;
- Shape their future as well as the organization’s future;
- Interest in the elements stated below: knowledge, vision, commitment, work, power, critical reflection and respect towards the organization’s values and implication on the marketplace.

Also, concerning the employers of an organization, the following aspects need to be seen as both extremely valuable and important (see, in this matter, Figure no. 3: “The relationship existing between the employee and the employer – valuable connection of the human resources management in an organization”):

- Establish and define activities, objectives and strategies that focus on successfully recruiting, training, motivating and managing employees at all levels of the organization;
- Provide a healthy and safe work environment;
- Provide employees screening and apprenticeship programs;
- Make a major goal in achieving and raising employees’ productivity;
- Establish a legal and ethical management system;

- Focus on negotiation, strategic planning, determining emerging and future trends.

2.) What does “strategic personnel planning” represent?

“Strategic personnel planning” represents a key element belonging to the management of the human resources of an organization, which has the power of focusing on the past activities of the employees of an enterprise, by establishing their role, their importance and their concrete actions done in order to help the organization to gain more profit and become more visible on the marketplace, as well as on the present and future activities of the employees, by determining their current involvement and the situations in which more implication will become necessary.

In the following lines, the relationship existing between the organization, human resources management and strategic personnel planning was presented, in order to express the need of strategic personnel planning in each and every enterprise worldwide: mainly, the strategic personnel planning takes into account the personnel needed in the short and long term; according to the developments in the labour market; to fulfil a strategic vision of the organization (see, in this matter, Figure no. 4: “The relationship existing between the organization, human resources management and strategic personnel planning”).

Figure no. 4: "The relationship existing between the organization, human resources management and strategic personnel planning"



Source: The Authors' ideas after analysing the scientific literature presented in the reference section of this Article.

Moreover, it should be taken into consideration that the strategic personnel's planning represents one of the measures for success in an organization which shows the enterprise's responsiveness to the changing environmental needs and the circumstances of a region, a country or a union of countries. Furthermore, each organization should get the chance to learn how to work in a continuously challenging environment and how to deliver new and improved goods and services demanded by a more complex and sophisticated in matter of tastes, goals and aspirations communities.

For all the organizations, the resources are extremely important, however the focus should be at all times on the most valuable resource ever, the individuals. It can be noticed that the organizations worldwide become more open, more aware of the importance

of the individuals (with reference to the employees, as well as the customers themselves), and more accountable when it comes to the law, the human rights and to the need of preserving and respecting the environment, in the strive to be committed not only to gaining profit and visibility, but also to creating and maintaining a reputation, committing on long term to specific standards and values, and reaching performance and excellence. In addition, adaptability becomes a must in turbulent times such as the ones in which humanity is living. By adaptability an organization refers to the following key elements: the strength to maintain itself on the marketplace, but not at all costs, by taking into consideration a set of values, by being responsible, by showing respects towards nature and individuals and by becoming an example for other competitors (as in the cases

in which a company values its reputation and the way the employees and the clients perceive it in time); the dedication to a certain cause (as in the case of the companies that are involved, besides their usual line of work, to other activities that implicate training, voluntary and community work, concern to people in need in case of natural disasters or illnesses); the skill to create new and improved products, capable to answer to the consumers' needs or even generate new needs.

All in all, the strategic personnel planning process of the human resources managerial department should be seen far more than a necessity. It should be regarded as a way to strengthen the commitment of the employees to an organization, in order to generate excellence and performance on medium and long run; it should maintain a dynamic, positive and progressive approach when it comes to managing and leading individuals – in an attempt to make all the individuals partners and having an equal involvement and positions in the company; and it should be seen more like a path of showing and strengthening the values and the vision of the company itself, rather than an obligation or a way to force a set of rules and regulations to people.

3.) A Case Study on Romania's Situation: a Quantitative and Qualitative Analysis

In this section of the article our focus was on a case study on Romania's situation, which implicated both a quantitative and qualitative analysis (see, in this matter, Figure no. 5: "Creating comprehensive human resources management policies and instruments by using strategic personnel planning"). The first part of the analysis,

represented by the quantitative analysis, takes into consideration the situation existing in a Romanian enterprise. The second part of the analysis, represented by the qualitative analysis, takes into consideration the situation existing in a Romanian enterprise.

The company chosen for the case study falls in the category of small and medium enterprises, due to the fact that it respects the following criteria which are specific to the Romanian law concerning the structure and the existing types of companies (see, in this matter, <http://www.antreprenor.su/2012/03/intreprinderile-mici-si-mijlocii-imm.html>):

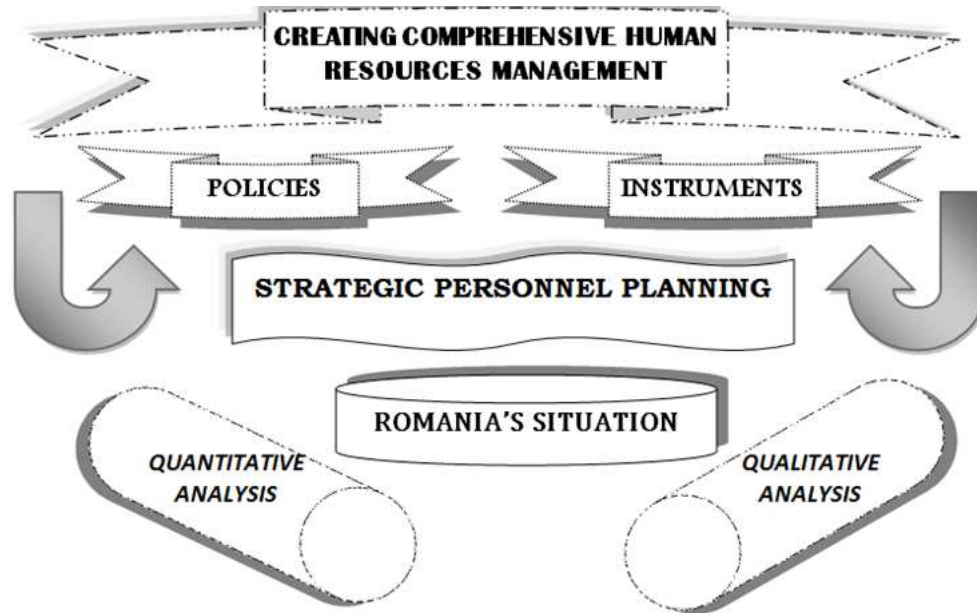
- The small and medium enterprises are those who do not have a gross profit of more than 5 million euros;
- The small and medium enterprises are those who have an annual turnover of less than 8 million euros.

Moreover, regarding the number of employees, in Romania there are the micro enterprises, which have between 0 and 9 employees; the small enterprises, which have between 10 and 49 employees; and the medium enterprises, which have between 50 and 249 employees.

The case study takes into consideration the evolution of a small and medium company for a time period of seven years, starting with the year 2010 and ending with the year 2017, when the results were processed, analysed and presented.

In the lines below, the focus is on the first part of the analysis, represented by the quantitative analysis, and takes into consideration the situation existing in a Romanian enterprise.

Figure no. 5: "Creating comprehensive human resources management policies and instruments by using strategic personnel planning"



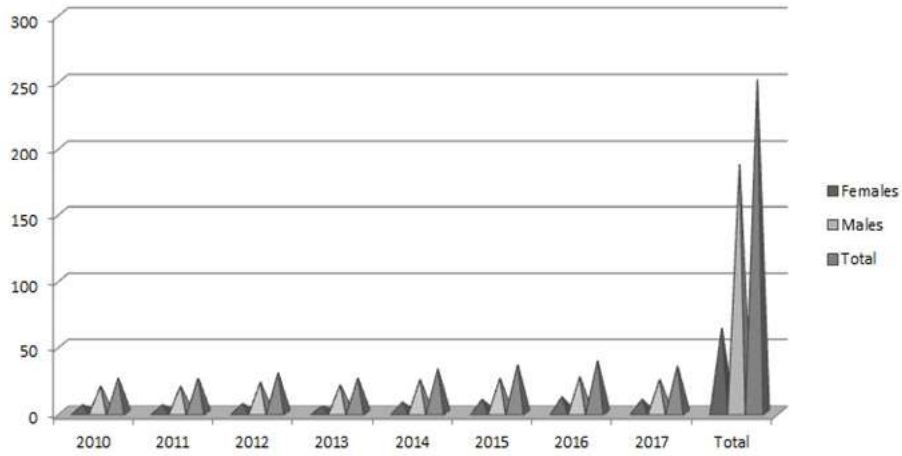
Source: The Authors' ideas after analysing the scientific literature presented in the reference section of this Article.

The company had in 2010 a number of 26 employees, out of which 6 were females and 20 were males. In 2017, the number of the employees reached a total number of 35, out of which 10 were females and 25 were male (see, in this matter, Graph no. 1: Graph no. 1: "The number of employees' evolution during the time period 2010 and 2017 – inflows and outflows"). As it can be noticed, there were years in which some of the employees left the company as well as moments in which the company felt the need to expend in terms of employees.

In addition, concerning the age of the employees, in 2010 out of the 26 employees,

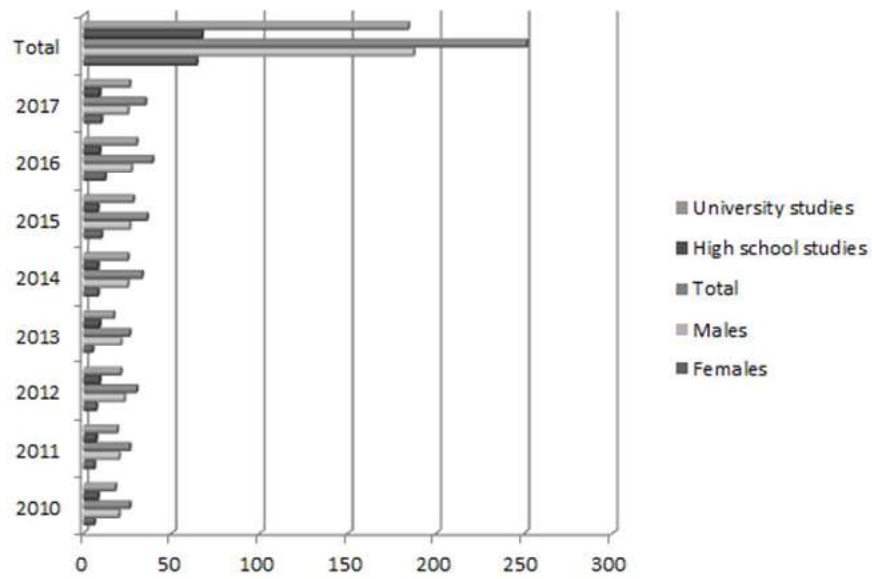
15 of the employees had between 25 and 30 years old, while the rest had between 30 and 45 years old, by comparison with 2017 when out of the total number of 35 employees, 30 had between 25 and 30 years old, and the rest had between 30 and 45 years old. Also, taking into consideration their studies, it can be seen that at the beginning of the research, 8 of the employees had high school studies out of 26, while in 2017, 9 out of 35 had high school studies, while the rest of 26 employees of the company had university studies (see, in this matter, Graph no. 2: "The employees' evolution during the time period 2010 and 2017 in terms of studies statistics").

Graph no. 1: "The number of employees' evolution during the time period 2010 and 2017 – inflows and outflows"



Source: The Authors' own computation based on the data gather from the case study done for this Article.

Graph no. 2: "The employees' evolution during the time period 2010 and 2017 in terms of studies statistics"



Source: The Authors' own computation based on the data gather from the case study done for this Article.

Based on the data presented above, concerning the inflows and the outflows of the company, as well as the age distribution statistics and studies statistics, the following trend estimates can be made:

- First of all, taking into account the statistics stressed above as well as other economic, monetary and financial data concerning the company's evolution in time, the company will continue its ascending evolution in the next five years, regardless of the market fluctuation, due to the fact that it managed successfully to overcome the economic, monetary, financial and social crisis that started in 2007 (before the analysis started) and which became more acute after 2010. Additionally, it can be noticed that even in times of turbulence and insecurity, the company managed to gain profit and obtain market share, as well as focused on hiring new personnel in times of need. Moreover, the company had the power over time to facilitate the old and valuable employees to be part and to get them involved in its activities on the long run. Furthermore, out of 26 employees that the company had in 2010, 15 were still in the company in 2017.

- Second of all, the company is willing to open a new working point by the end of 2018, after carefully prospecting the market in order to find a good place to do that. From the data gathered by the company until present, the best option is to open a new place in the same city but in a different area, where they noticed that they have a considerable number of valuable and important customers. In this matter, they are also considering to relocate some of the existing personnel as well as hire new people.

In the lines below, the focus will be on the second part of the analysis, represented

by the qualitative analysis, and takes into consideration the situation existing in a Romanian enterprise.

In this matter, the first step was to interview the managers and the director of the company about their human resources management plan and their strategic personnel plan, while having in mind aspects such as the renewal of the production processes, the availability of new and improved resources (by also taking into consideration the company's concern towards the environment), the importance of the employees in the organization, their place and their role for the company's evolution on the medium and long run, as well as how might innovation be possible.

In addition, the second step was to interview the employees of the company, in order to find out answers to the following aspects: do they feel that they share the values of the company; would they like to add new goals to their own carrier plan as well as to the company's strategy; do they have a plan concerning their carrier path and what does that implicate from their own perspective and from the company's perspective; would they like to get more involved in the management of the company or they prefer their current position; are they interested in developing and implementing new strategies for the company in order to become more successful and more visible on the marketplace.

By corroborating the answers gathered from both angles in the time period 2010 and 2016, the following elements emerged as seen in the lines below:

- There is a need for the human resources management revitalisation as well as for the strategic personnel plan development.
- The employees take into consideration, on a regular basis, their carrier path

and their carrier opportunities, especially after they were involved in trainings, and specializations (for example, in terms of new studies, university studies, master studies), and also when they are usually between the ages of 25 and 35 years old.

- The managers are keen not only on obtaining profit and market value, but also on mapping the future in terms of the resources used, alternative resources possibilities and raising the production. However, raising quality becomes also an important factor, especially due to the strong competition existing on the marketplace. Being a Romanian company in a country which is part of the European Union is an extremely challenging factor, the reason being that over time only a few Romanian companies had the power to survive, be competitive and face successfully the competition.

- The assessment of the staff may be done not only by the managers and the director, but also by other people in the company who get in touch and who collaborate with each other. Additionally, the feedback of the providers, suppliers and clients is regarded as being equally important.

- The company should focus on more targeted training plans as well as on robust training programs, especially if new innovations in terms of new techniques and technologies are to be approached. Moreover, effective recruitment procedures should be implemented, in order to spot right from the beginning the interviewees who have a great potential and who would offer the company the opportunity to grow in time.

- Knowledge Management should be the key to all individual and collective programmes, in order to future develop and have an experienced staff.

Conclusions:

The paper entitled "Creating Comprehensive Human Resources Management Policies and Instruments by Using Strategic Personnel Planning – A Case Study on Romania's Situation: a Quantitative and Qualitative Analysis" stresses the importance and the role of the human resources management in a company as well as the necessity of creating the appropriate policies and instruments capable to generate success, higher profit, most wanted performance and excellence in time. Moreover, it focuses on a key element, strategic personnel planning, which, in fact, has the power to determine the well-being of a company and the set of rules, regulations and procedures that an enterprise should take into consideration on the medium and long run in order to ensure higher standards, better working conditions for the employees, and the needed respect for the environment. Furthermore, the aspects represented by the strategic personnel planning, as part of the human resources management of a company, should focus both on qualitative and on quantitative data and analysis.

Due to this fact, the paper emphasis the information gathered while performing a case study on a Romanian enterprise. In order to present robust, relevant and useful data, the case study was based on data gathered between the time period 2010 – 2017, with results processed and analysed at the beginning of the year 2017.

In terms of the limitations of this study, it may be noticed that the study took place in Romania and took into account a single small and medium company. Moreover, the time period chosen is 2010 – 2017. However, the data gathered is extremely relevant and

had the power to emphasize both the importance of strategic personnel planning as well as the necessity of developing appropriate human resources management policies and instruments.

All in all, the study is extremely valuable for practitioners, for researchers, for professors as well as for students, due to the combination of theoretical elements with the practical aspects.

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