BASIC ACTIVITIES OF THE HUMAN RESOURCE MANAGEMENT IN ENSURING
STAFF FOR S.C. ROMLUX S.A.

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Abstract

Within the analysis conducted, the main activities in the field of human resource management has been assessed, such as: human resource planning; recruitment and selection of staff; assessment of individual professional performances; initial and continuing training; evaluation of human resources management costs; motivation.

However, there have also been reviewed with a lower degree of detailing, other issues of interest, such as: human resources assessment; promotion of staff.

Following the integration of conclusions of analysis conducted for the business areas listed, it resulted the picture of the most important elements with generalizing value.

Keywords: planning, recruitment, selection, human resources

JEL Classification: M12, M51

1. Introduction

In the contemporary society, due to rapid and often unpredictable changes that occur in the economic environment, the issue of resources becomes increasingly important.

Among the many problems related to environmental changes, it appears increasingly significant the matter of resources, their progressive depletion, of their sometimes difficult access to them and their rational use. In these circumstances, the company's success is largely set by the attitude of the entire staff, but especially the management towards the idea of saving and maximum exploitation of the existing resources.

Human resources are unique in terms of growth and development opportunity, as well as their ability to know and overcome their own limits, in order to meet their current and future requirements.

Human resources are essential among those available to the organization in performing activity for the purpose of achieving its objectives and, therefore, it is obvious to pay a very special attention to the management of such resources.

Man is in the center of all businesses. All the other resources, lands, buildings, mechanisms, equipment, vehicles or money are only of secondary importance. Without people, no business can be made. Businesses have no other purpose, but to serve the needs of people.

In the traditional theory of the enterprise, employees were seen in terms of the way they executed, "in a disciplined manner", certain preset operations, put into operation machines and technological devices or fulfilled certain activities. Thus appeared the concepts used, unfortunately even today, such as "labor" or "manpower". It was important to know their ability to put into practice, under the rules, the decisions of the managers.

Since career is the key factor in the professional career of people, in the specialized literature we find the main objectives of career management, namely:

- promoting career development policies consistent with the scope of business, individual needs and aspirations;
- integration of individual needs and aspirations into the organizational needs and objectives;
- satisfying organizational needs for the development and enhancement of positive image, favorable to the organization;
- identifying and maintaining the best employees or those with certain perspectives be meeting their professional needs and short, as well as long-term aspirations;
- development of some career plans;
- helping employees to identify the skills and qualities required for the requested positions and also for future positions;
- obtaining future, mutual benefits for both employees and the society.

Of course, people have different roles within a certain business and have many connections with other businesses. People are employees of a business. Sometimes they are its managers, other times they are suppliers, customers, creditors, debtors and they are often actors of an initiative. However, they can often have all these attributes altogether.
2. Overview of S.C. Romlux S.A. and objectives set

S.C ROMLUX S. A. is the largest manufacturer of light sources for general lighting and fittings needed for their operation in Romania. S.C ROMLUX was set up under Law no. 15/1990, by GD no.139/25.02.1991 stating that the company takes over the assets and liabilities of the ROMLUX from Targoviste. [8]

S.C ROMLUX S. A. can manufacture electrical incandescent lamps with a production capacity of 60 million pcs./year.

SC ROMLUX S. A. also produces and delivers, on the Romanian market, tubular fluorescent lamps (LFA-capacity 1 million pcs./year), discharge lamps in high-pressure mercury vapors (LVF-capacity 500,000 pcs./year), sodium vapor lamps (LPN-capacity 400,000 pcs./year), ballasts (BIF, BVF, BVR capacity 800,000 pcs./year), street lighting units, inside lighting units fitted with tubular fluorescent lamps and starters (SLU-capacity of 1 million pcs./year).

This paper focuses on a short presentation of SC Romlux S. A. and the staff planning - recruitment – selection department; I continued this chapter by identifying strengths and weaknesses of activity carried out by the company. I concluded with the preparation of several recommendations focused on removing those causes determining the weaknesses and the enhancement of those generating strengths.

3. Interpretation of results

The Human Resources Department is the structure of the organization empowered to highlight all the other resources available to the organization in order to achieve immediate strategic objectives.[7]

Also, in order that the human resources department operate at optimum parameters, it is necessary that the human resources specialists be employed especially in large companies and they have a sociological, economic and specialized training in the relevant field (recruitment and selection of staff, staff assessment, labor protection, etc.).[2]

Within the company S.C Romlux S.A. the duties, qualifications and responsibilities of the human resources department are as follows:

- provides the demand of staff according to trades, positions and specialties for current production, as requested;
- qualifies, re-qualifies, double specializes and specializes with their own efforts and in collaboration, the necessary staff;
- reassigns staff according to requirements;
- submits the vacant jobs to the County Agency for Professional Training and Employment and requests staff for the deficient areas;
- organizes job employment by competitions, depending on capacity, skills and experience;
- performs works on records and reduction of staff, fills-in the employment record book and releases delegations;
- is responsible for programs or courses held by the company for the employed staff, that is carried out within the unit;
- is responsible for employment of graduates, according to the number of vacant places and the deficient occupations;
- where appropriate, he is responsible for the guidance of the students' practice, apprentices and on the job training;
- ensures and is responsible for the strict implementation of the law on the payroll system;
- monitors the sizing of the staff average number at the requirements of the production;
- employs competent staff for the maintenance and repair of the high operational risk equipment and facilities.

3.1. SWOT Analysis

Following the SWOT analysis, I found the following matters:

1. Opportunities:

- significant increase in the importance of human resources management in S.C Romlux S. A. by placing staff in the position of essential value of the organization;
- presence of higher-level regulatory framework, allowing the development of staff career, regardless of their category;
- participation in international cooperation programs intended for the development of the field;
- increased expectations of the company regarding the accomplishing tasks, of the "enlightened” climate by improving the quality of staff’s professional performance.
2. Constraints
- financial constraints and limitations, especially in this time of crisis;
- higher wages in the labor market as compared to those provided by S.C Romlux S.A. for certain, usually deficient specialties.

3. Strengths
- already existence of well-structured internal regulations, allowing the significant increase in the volume and quality of the human resources management activities;
- existence of some coherent concepts for the development of key areas of human resource management;
- professional, generally proper training of the institution staff;
- existence of a well-structured system for initial and continuous training of staff who can be upgraded through well-targeted interventions;
- well defined provisions on the staff discipline regime.

4. Weaknesses
- Human resource planning process has a low reliability, especially on the medium and long term;
- some HR procedures do not ensure the necessary publicity, transparency and non-discrimination as regards the staff career management;
- no proper professionalization of the staff who manages the human resources management has been carried out;
- there is no full preparation of the performance indicator system of human resource management and no analysis of costs of activities in this field is performed;
- there is no own structure of S.C Romlux S.A. to ensure psychological and pedagogical training of the teaching staff;
- in the initial training, the role of practical training is not fully outlined;
- the staff management training system is not properly developed;
- staff data management information system is underdeveloped.

3.2. Staff Planning

Human resources planning refers to adjusting the number of inputs and outputs of staff in the organization, so that the number of employees within the company remains equal to the one necessary for a smooth conduct of business.

If, for example, it is expected an increase in the demand for products and services offered, it will soon need additional staff who can support an increase in the production and sales volume. In forecasting staff need, the changes that occur in the employees' career will take into account.

The need to promote some of them or decision of others to leave the company creates vacant jobs that must be filled quickly.

Within the company S.C Romlux S.A, it is kept a strict evidence of the potential and the need to promote each employee.

3.3. Organizing the recruitment process at S.C Romlux S.A.

In all modern organizations, the efficiency of activity is closely related to finding suitable people for the right positions. This very important process is achieved through staff recruitment activities.

3.3.1. Recruitment plan in S.C Romlux S.A.

HR Recruitment is a costly investment, so the success of such action is influenced by the quality of resources engaged. Any recruitment policy must be consistent and balanced, with no improvisation, avoiding decisions of circumstance. Frequent environmental changes have a strong impact on the operation of the company, making it to adopt a more flexible recruitment policy.

The elaboration of the recruitment plan involves the existence of some elements: people, needs, actions, successes, costs, policies.

Thus, the recruitment plan phases are: the study of recruitment policy of the organization, collecting information on people-positions co-relation, analyzing information allowing the definition of recruitment needs, as well as internal and external human resources, planning actions for recruitment purposes.

3.3.2. Staff recruitment stages

The recruitment plan stages involve: gathering information, organizing jobs and people, study of departures, study of positions, calculation of direct needs and calculation of recruitment needs.
Regarding the gathering of information, this can be done by interviewing managers, taking into account the following: whether the vacancies will be filled through internal promotion or by recruitment, what are the development projects on short and medium term, to what extent the company is willing to spend for the implementation of a continuous recruitment policy. The crucial role in obtaining information lies on the person organizing the interview.

Organizing jobs and people. It is important to know the organization chart actually implemented, as well as the future organization chart. By comparison of the two charts, the need for staff to be recruited may be actually set.

Departures or replacements need. For this purpose, it is necessary an accurate record of those positions available due to resignation, dismissal, retirement or death.

The study of positions is based on their description, showing information on: name of the job, objectives, tasks, responsibilities and the means used.

The calculation of the direct recruitment needs is carried out by simply comparing the theoretical or actual staff, by considering the speed with which staff is renewed.

The study of vacancies allows to obtain information necessary for the drawing up of the recruitment message.

3.3.3. Sources of human resources recruitment

Identification of recruitment sources in SC Romlux S.A. is an important step in the course of the recruitment process, sources that may be internal or external, the company using both of them, thus increasing the chances of discovering and attracting as more competitive candidates as possible.

Staff recruitment begins with a detailed inventory of needs, under the form of job description, the necessary qualifications and experience.

Recruitment within S.C Romlux S.A. is conducted by the HR department using the database of potential employees and, in some cases, appeals is made to advertising, secondary educational institutions, post-secondary and higher education, employment agencies, or companies specialized in staff recruitment.

The company manager orders the recruitment criteria and they especially aim to the staff ability, seniority and development opportunities.

Internal sources recruitment means occupying the jobs higher to the level of positions of entering with permanent employees of the organization. This method has a limited range of application.

Generally, in order to fill vacancies, the main source of appeal is the organization itself which means that vacancies are given with priority to employees.

Recruitment based on internal sources do not involve hiring, but only a change of position, either horizontally, on the same rank, or vertically, usually by promotion to a higher position and also by transfer or retirement.

It should be noted that internal recruitment offers a number of advantages and disadvantages (Table 1).

<table>
<thead>
<tr>
<th>Avantages</th>
<th>Disadvantages</th>
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<tbody>
<tr>
<td>- knowledge of the weaknesses and strengths</td>
<td>- inaction in promoting the new</td>
</tr>
<tr>
<td>- faster selection</td>
<td>- exaggeration of experience in favor of competence</td>
</tr>
<tr>
<td>- loyalty to the organization</td>
<td>- occurrence of chain vacancies, thus producing the &quot;ripple effect&quot; and the need for new recruitments</td>
</tr>
<tr>
<td>- knowledge of the environment and the organizational structure</td>
<td>- higher training costs</td>
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<tr>
<td>- lower risk of erroneous decisions</td>
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<tr>
<td>- comparatively lower integration cost</td>
<td>-</td>
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<tr>
<td>- staff flexibility</td>
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<td>- improving job-employee conformity</td>
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External prospecting of employment opportunities is done from a number of reasons such as:

- willingness to compare internal applications with external applications and thus improving the recruitment process itself;
- need for awareness of the labor market;
- requirement to enrich the company internal human potential, by arrival of other specialists;
- inability to find candidates for the vacant job, within the company.

It is very important to know the demand and cover of different skills or specializations in the labor market. Generally, recruitment for the positions of managing directors and for those with a high degree of specialization also aims to the international labor market and therefore it escapes the major influences of the national market.
Just as with internal staff recruitment, the external recruitment has also a number of advantages and disadvantages (Table 2).

<table>
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<tr>
<th>Avantages</th>
<th>Disadvantages</th>
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<tr>
<td>- a larger number of potential candidates, thus having a larger number of selection options on competency criteria</td>
<td>- more difficult recruitment, longer period of time</td>
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<tr>
<td>- comparison between external and internal candidates</td>
<td>- risk of not complying with the competence and performance criteria</td>
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<tr>
<td>- potential source of innovation, ideas, new breath, rejuvenation of human resources</td>
<td>- higher cost of recruitment as well as the selection and integration</td>
</tr>
<tr>
<td>- enrichment of the organization human potential</td>
<td></td>
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<td>- reducing internal training costs</td>
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At SC ROMLUX S. A., the recruitment objective is: as many suitable candidates for the vacant job. Evaluation in this case involves an assessment of the outcome. Assessment is done through specific indicators in relation to the diligences made. Thus, it may be calculated what is the cost / candidate ratio. Obviously, certain costs are joint, regardless of the number of candidates involved, so the more numerous they are, the lower will be the cost of such recruitment (lei / candidate). For example, advertising has a fixed cost, independent of the number of candidates attracted by means of this method.

SC ROMLUX S.A uses in recruitment evaluation, indicators such as:
- number of those requesting additional information on the vacant job;
- number of candidates attracted (those who apply for the vacant job);
- number of candidates that can be taken into account for occupying the vacant job.

The cost involved by the development of recruitment is required to be correlated with the correspondence index (suitable candidates / total candidates). In this way methods can be refined so that the actual cost (lei / suitable candidate) be as small as possible.

### 3.3.4. Recruitment methods and techniques

S.C Romlux uses a range of recruitment methods and techniques. Advertisements are a mean through which employees become aware of vacancies. Notices on vacancies are displayed throughout the organization and employees are allowed a certain period of enrollment. Another method of recruitment is that performed in the university campus. Campus recruitment activity is usually coordinated by their placement center. Generally, the organization sends one or more recruiters on the campus for initial interviews. The most promising applicants are then invited to visit or settle in the organization until a final decision is taken.

SC ROMLUX gives the opportunity to approach the students, through cooperation programs. Within these programs, students can work "part time". So, they can get both a work experience and a formal education. As an incentive for them to complete their formal education and remain in the organization, they are often promoted after finishing education.

### 3.4. Organizing selection within the S.C Romlux S. A. company

The organization has always been concerned with staff recruitment, as this activity can become very expensive if are employed persons who, ultimately, are rated as unsuitable for the job requirements.

Human resources selection is the process of choosing, according to some criteria, the best candidate for occupying a certain job. Selection provides a screening of candidates for a particular job, based on a review that takes into account the education, skills and employability of each candidate.

The responsibility on the selection of human resources lies on the human resources department of the organization.

Selection of staff is based on the following elements, representing selection and classification criteria:
- studies attested by certificates or diplomas;
- seniority in the work field;
- capacity, knowledge, skills, attitudes and behaviors of the person concerned.
3.4.1. Selection methods and techniques

In terms of the selection, based on skills, knowledge, abilities and behaviors, that is the potential, S.C Romlux S.A uses a set of methods and techniques for selection. With their help, it is trying to diagnose the staff potential. The methods and techniques are designed and used differently, depending on the nature of the costs for which selection is performed and according to the staff potential.

For the selection of staff with medium training, especially workers, practical tests and trials are primarily used. Tests help to determine, using specialized equipment, the basic psychomotor skills of staff - reaction time, sensory skill, visual acuity; intellectual - memory of shapes, distributive attention.

The practical trial is the classic selection method. The person requesting employment on that specific job, after he/she proved his/her formal training by a diploma, carries out a certain probationary period.

In selecting the specialized staff, the focus lies mainly on identifying the required knowledge. The most commonly used method for this purpose is to have written and oral examinations. The organizational form in which the above techniques are used is, usually, the competition.

S.C. Romlux SA uses a much larger arsenal of selection methods and techniques for the managerial staff.

To assess the intellectual qualities of the candidates for manager positions, a number of tests are used, aiming to establish the memory capacity, level of intelligence, communication potential and negotiation ability.

Testing of management knowledge can be done through discussions, written papers on a certain subject, knowledge questionnaire consisting of questions focused on issues considered absolutely necessary in solving the future work.

Determining the skills that a candidate possesses for a management position is more difficult, as only dealing with real management situations provides compelling guidance on this very important matter of the management potential.

Generally, the human resource department of S.C. Romlux S.A. aims, during the selection process, the development of the following steps: submission of the employment request by the applicant, curriculum vitae, conduct of the interview and selection tests.

Basically, the CV is required for positions with higher responsibility; in this case, those from human resources are making deeper checks of the workplaces with the largest period of activity. To select the medium training staff, especially workers and craftsmen, CVs are waived in exchange for tests and practical trials. Moreover, if several persons or just one presented for the vacant job, these theoretical and practical exams are used for taking the employment decision.

Since recruitment is mainly made from internal sources and selection will be mainly made among its own employees, that is a positive motivational basis for the company employees. Persons outside the company will participate in the selection when recruitment was made from external sources. If, however, for a job, a person from inside the company and another one outside the company shall present themselves, will be selected the one who gets a higher score and who proves better skills for the vacant position. If the employee and the person outside the company obtain the same score, the employee will have priority for occupying the vacant job.

The final selection normally aims at such candidate who meets all the essential requirements of the job and has as many of the personality traits that make up the portrait of an ideal candidate.

Also, in the activity restructuring process and staff restraint, the HR department undertakes a comprehensive selection process, which combined with a rigorous evaluation of performances leads to optimal solutions on the future staff chart of the organization. In the staff recruitment process it should be taken into account the characteristics of the job. Thus, if the description and analysis of the jobs allow the drawing up of a questionnaire, the selection process is based on the examination. For cases in which there can not be accurately established the further selection criteria, selection is mostly subjective, which means hat dismissal of one of the employee shall be based on the decision of the Head of Department.

3.4.2. Costs of selection errors
The costs of a wrong selection decision can be very high. The recruitment process involves both costs for the publication of employment notices and the time allotted for the evaluation and interviewing candidates. The integration of the selected persons and their subsequent training increases the amount spent on finding the right employee for the adequacy of its qualities to the job requirements.

A well managed selection process gives real value to the company. There is a big difference between a well selected employee (a value to the organization), loyal to it, with outstanding performances and another one that makes a minimum effort, working just to be paid.

At S.C. Romlux S.A., discovering the causes of poor results is a long and laborious process. It takes some time to identify and remove an employee that affects the productivity of others. On the other hand, the choice of overqualified candidates involves that, shortly afterwards, they become unmotivated or even bored with such job.

Usually, a modest performer will impose his work standard to his colleagues, so it is necessary that employees selection should avoid, as much as possible, some difficult to estimate costs of an uninspired hiring.

3.4.3. Evaluation of Recruitment and Selection at SC Romlux S. A.

Evaluation of recruitment and selection at S.C. Romlux S.A. measure the degree of fulfillment of the objectives proposed from the very beginning (occupying vacant jobs with efficient and constant employees) - Table 3.

<table>
<thead>
<tr>
<th>Name of the job</th>
<th>Number of vacant jobs</th>
<th>Total number of candidates for interview</th>
<th>Number of candidates accepted</th>
<th>Number of hired employees</th>
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(Source: Internal and Operation Regulations of S.C. ROMLUX S.A.)

The effectiveness of the recruitment notice is calculated by relating the total number of candidates to the number of candidates that meet the job requirements, as follows:

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\text{Effectiveness of the recruitment notice} = \frac{\text{total number of candidates}}{\text{number of candidates that meet the job requirements}}
\]

The more effective the notice is, the lower is the result.

Depending on the same value, it is known, in the future, how to formulate the message wanted to be sent and to which recruitment source is to focus attention.

Selection efficiency is calculated by relating the number of candidates found to the number of candidates subsequently employed. On long-term, the effectiveness of selection is given by the performance and seniority in the organization of the selected candidates.

To facilitate the success of selection, the company is trying to attract more candidates than it is to hire. Setting a maximum number of candidates ensures that, among the group recruited, one can chose the employees desired, without the risk of having to repeat the action in case of job vacancy.

4. Conclusions

Although, currently, an increasingly important emphasis is put on the professional value, competence and creativity and it is asserted that man is the focus of the organization, it is noted that only part of the managers really give attention to this fact and many of the old companies do not enforce these values. Currently, there is still no strategy on employment and this is made according to circumstances without a rigorous foundation. The change of the organizational culture, mentality, as well as the way in which commitment to the organization is regarded, is mandatory necessary.

The conclusion drawn up for those looking for a job is that everyone will have a chance to occupy a job only if they can demonstrate that they have the necessary training, skills and abilities in order to make a better personal offer, each individual should be able to know and to better highlight the knowledge and skills they possess, to develop their own strategies in order to make him competitive.

Candidates chosen after recruitment and selection, if they meet the criteria required by the vacant jobs, will have a particularly important role in achieving success for the company and will represent its "first and true wealth". 
The coordinators of employment process, rightfully believe that the selection of future employees is crucial. This is why their decision should not be taken in a hurry, as it is the link between the strategy and the company balance.

Regarding the general trends of recruitment and selection process, one may identify:

- increase of the use of systematic procedures for selecting staff, associated with changes in the nature of production, by replacing the direct supervision of the work with a higher degree of freedom granted to individuals or groups (employees’ empowerment);
- putting a growing emphasis on the employees’ characteristics of attitude and behavior, which are identified by personality tests, even if tests of knowledge still remain dominant;
- increased use of biographical data, a trend that is justified by the need to identify unsuitable candidates who can be rejected at the initial stage, thus exempting the company from unnecessary expenditures;
- focus is often put on the potential, but especially on skills and character, pursuing loyalty and reliability;
- emergence of the need to create a close link with education units at all levels to ensure the tradition and continuity in the recruitment and selection processes, the new generation having a more appropriate training for the implementation of new discoveries and also showing an increased adaptability.

The issue of human resource has always been essential to the company ability to cope with changes in the internal and external environment, thus succeeding only by the power of its people. It is therefore important that, in the recruitment and selection of staff, the perfectly defined principles and methods be followed strictly, their non-compliance being likely to threaten the proper operation and even the future of the company.

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