

HUMAN RESOURCES MANAGEMENT IN PUBLIC ADMINISTRATION – LIMITS AND PARTICULARITIES IN ROMANIA

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Abstract

Due to its size, and to the number of activities it encompasses, the public sector has an essential place in the continued working of the state system. This article treats the aspects and particularities of human in Romanian public administration, as well as the obstacles that come from the internal or external medium the management of that level faces. The duties that the public administration must deal with are diverse and need to have the management of human resources oriented towards action, the individual and the future.

Key words : *public management, public administration, human resource, limits, public position*

JEL classification : *M40, M41*

1.Introduction

Human resources are unique when it comes to their potential for growth and development, as well as their capacity to recognize and overcome their limitations, so that they can tackle new challenges or demands, be they actual or possible. [1]

Public administration concern is managing the public interest and ensure the ongoing functioning of public services with efficient use of human, material, financial, tehnological and economic resources to get maximum results.

The notion of a “public position” can be found clarified and characterized by V. Prisacaru in his work “*Public workers*” as being the grouping of duties, competencies and responsibilities, established according to the law, inside of a public service, created with the purpose of satisfying, in a continuous and rhythmic manner, of the general interests of society, by the public workers appointed in these functions. [3]

According to the Statute of public workers(Legea 188/199, 2014,art.2), a public position represents the ensemble of attributes and responsibilities, established upon the basis of the law, with the purpose of fulfilling the prerogatives of public power by the central public administration, the local public administration, and autonomous administrative authorities. The public position represents a complex of specific attributions, legally established, which public services are equipped with, attributions exercised in a continuous manner by legally invested individuals, with the purpose of achieving the prerogatives of public power by the central and local public administration. [6]

The paper aims to highlighting the particularities of human resources and their management in public administration, considering that the optimum activity of public institutions and the Administration in general, depends directly on human resources. Given the complexity of the public administration, activities, responsibilities, structures and its objectives, the role of public servants in the progress and modernization of public system is vital.

2. Human resources – particularities and limits in the Romanian administrative system

Human Resources in local Romanian local and central public administration are classified by the law depending on different categories, such as [9]:

- Individuals appointed or elected in public offices and positions assimilated to said offices at the level of central and local public administration (including locally elected officials) – the political side, with a deciding role when it comes to transposing the public agenda into objectives and actions of governing;

- The main body of public workers, with the three composing sub-categories: high public workers, leading public workers and fulfillment public workers – the administrative part, usually responsible with exercising the prerogatives of public power, in the interest of the public, with the purpose of fulfilling their objectives of governing. In this category the individuals appointed in general public offices and the individuals appointed in specific offices, including public offices with special statuses, are added;

- Individuals which have a working rapport (or assimilated into said rapport) with the authorities and public institutions pertaining to local and central public administration- category dedicated to accomplishing objectives which, in principle, do not necessitate exercising the prerogatives of public power, but still help to the proper achievement of said prerogatives;

- Other categories of personnel, different from those mentioned before.

Within the Romanian public system, human resources are situated in a problematic spot, taking into account the fact that the applicable norms in regards to the types of activities specific to these organizations cannot have competitive results if those that put them into action do not possess corresponding professional training and qualities, such as – responsibility, morality, honesty, essential to public workers who come into contact with the public through the duties that come from their activities.

Exercising the powers and achieving the goals that come with a public office are based around efficiency and promptness and a lack of corruption and abuse of power when it comes to the activities of said public offices.

Public management, through its nature determines the performance and results within the public administration and, implicitly, that of public workers, given being the fact that human resources are primordial when it comes to achieving the objectives of a public institution.

Efficiency in the public sector is becoming more and more important at the global level. The way things are organized, the techniques used, the objectives- all of these are growing in a continuous manner, and this leads to a need for human resources in public institutions to gain new competencies and to develop new abilities.

For public services to achieve their tasks for which they were organized it is necessary that public offices- as a grouping of duties, competencies and responsibilities- are to be occupied by individuals with specialized training, which will achieve, in practice, public services as they were grouped in public offices and as they were equipped since their inception. Individuals that occupy, lawfully, public offices within public services are called public workers. [2]

The management of human resources in public institutions comprises a process that is dynamically influenced by internal and external factors, which proposes the creation of a harmonious state of being between institutions and their employees, depending on each party's interests.

The system of management which corresponds to human resources is comprised of: management and structural strategies, personnel politics, management techniques and instruments, as well as motivating employees.

It's important to note the way in which these concepts are implemented in some institutions, as well as the fact that all of the parts of human resources management are highly interconnected and influence each other. In state and municipal institutions, the management of human resources is formally determined by the law and the principles of administrative law. Despite all of this, the management style and the methods used in institutions vary most of the time, and does not depend on the formal part of the management or management personnel.

On the other hand, the informal processes within institutions have an impact on the management and the human resources management techniques. The employees, the aptitudes, the competencies, the authority of the leader, the motivation- these all lead to a policy and a management of human resources which are custom made. (Raudeliūnienė, *et al*, 2014, p.721).

Efficiency in the public sector becomes more and more important at a global level. The way things are organized, the work techniques, and the objectives that need to be completed are in a constant growth and this creates a need that human resources-which are part of public institutions-gain new competencies and develop new abilities, for it is clear that the decisions, as well as the performance of public workers have an essential role in establishing new priorities of economic, political, social, or other kind of order.

Due to the fact that public workers carry the discretionary power of public administration, and to the fact that they are human, and thus, can be corrupted or manifest themselves in an abusive manner through the disregard of the rights and interests of the citizens, it is necessary that the norms that deal with the professional and moral behavior of the public worker, his or her deontology, refer to both his or her relation within the office-superiors, subordinates, the

entire personnel-and outside the office, with those that benefit from his activities, with other legal entities, including other institutions of the state, basically with society as a whole. [7].

It is my firm belief that the management of human resources at a public level in Romania is confronted with numerous problems and barriers. From these we can synthesize the following - inadequate specializations; education – most of the times it is purely theoretical, lacking knowledge, competencies and the development of practical abilities.

- The content of the materials used in the learning program, as well as in the shaping and perfecting programs are often times very different than the needs of human resources

- The educational system should be interdependent with the professional perspectives of human resources, and with the progress of technology and the development of the economy and society

- The existence of a barrier between the opinions of public workers, the managerial team and even the law and how it is applied

- The corruptions existent at the public level, the lack of interest and superficiality with which work is tackled in organizations of this type in our country

- The reticence of public workers (described most of the time as conservatism), to use technological resources, or advanced organization models, or, simply, the lack of knowledge on these topics.

Sarnovics Andris, in his workpaper ”Human resource development in public administration: a case of Latvia” claim that public administration organizations with a traditional hierarchy and under the circumstances of a centralized human resource management do not promote loyalty and an increase in work effectiveness amongst intellectual workers which include civil servants and public administration institution workers. Upon initiating a position civil servants and workers express confidence of their opportunities to develop and build a career in public administration, evaluate the significance of the experience they are about to acquire; they feel motivated to develop and keep building a career in public administration. As the length of service grows, so does the concern of the possibility to keep their jobs as well as wages and social security in the distant future, which does not work well as a development motivator.(Samovics,2010, p.11).

5. Conclusions

Variety of cultural value systems of societies and their progression differs HRM models in public institutions. Human resource is the only resource that can produce, innovate and exploit other natural resources can promote changes and reforms of the public administration needs.

The functions and procedures of human resources management in the public system must be constantly improved, because the public workers are those that provide the services of the public institutions to the citizens, and the quality of said services needs to evolve.

The values that should underpin human resources management within the public administration are professionalism, transparency and orientation towards service users.

In my opinion, public servants should promote integrity and respect, innovation in visions and strategies. Also they have to collaborating with partners in achieving results and objectives proposed.

Public administration must win the trust of citizens by prompt and quality services. Citizens must be involved to identify the problems they face and to find solutions. The public sector, compared to the private one, is not as efficient, not only in Romania, but in the entire world.

The importance of human resources primarily on their specificity is often assessed only formally, without looking towards the experience, skills, success activities.

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