THE POLIQUALIFICATIONS OF THE EMPLOYEES: CAUSES, REWARDS AND NEW JOBS

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Abstract:Currently the actions taken by human resources specialists are not limited to the administrative level, but also involve activities such as: design and implementation of practices that norm the work performed, career management for employees, evaluating performance and its objectives, the management of total reward and so on. In all these situations it is necessary to process a large volume of information in a short time, in order to keep the activity effective. However, as a necessity to this condition, the computer software used in human resource management, Internet and Intranet are indispensable. The technological revolution continues to cause rapid changes in the demand for labor. Changes due via technological innovation may cause that a trade that it is asked today, tomorrow to be obsolete and technically overused. Until this moment were almost totally eliminated the professions that require repetitive tasks. The technological factor was the premise for this change. The purposes of this paper are to analyze the causes of the multiple qualifications of the employees, to describe the changes appeared in total rewarding and to specify the new jobs that appear on the market.

Keywords: multiple qualifications, total rewards, technology, new jobs on the market, career management.

JEL Classification:M54, O15, O32.

INTRODUCTION

Every organization it is based on two systems: the informational system and the decisional one. The informational system it is designed to provide the "raw material" (information) to the decisional system. The latter will process the information in order to be implemented where needed (Popescu, p. 420).

The information system includes equipment, software, processes, data, people-having the aim to provide the necessary elements that an organization needs for the decisional system.

The informatic system it is part of the information system and carry out activities of collection, storage, processing and transmitting data using IT components (different software, techniques and procedures, modern communication means, even specialized staff).

For implementing the two systems together with others required by an enterprise, are necessary some system analysts, who understand both, the concrete expectations of the company and also the information technology and possibilities, limitations, and so on.

HUMAN RESOURCE MANAGEMENT: INTERNALIZATION OR OUTSOURCING?

Often organizations use databases or other software of low capacity, which cannot streamline human resources management. In this context, there are two alternatives for human resources specialists:

Implementing a platform D. E. R. P. ("Digital Enterprise Resource Planning"-planning of all the resources of the organization in a computerized way);

Totally or partially externalization for human resources functions.

The first option it is suitable when staff that it is dealing with human resources management exploits at maximum parameters the investition in that platform. The most modern platforms allow online access to data and securit of any data. The most important advantages for platform D. E. R. P. are: data accessibility, improvements of inter-departmental communication, the reducing of the quantitative documentation and of the time required to the administrative actions, providing specific reports, control over data collection and possible errors, and last but not least lower costs.

Outsourcing it means the transfer of human resources management activities to foreign companies, that are skilled to make this "art". In this case, the main advantages are: decreases of the costs, organizational flexibility, the externalization of the risks, the company focuses more on its own targets (customers, marketing, etc.), human resources managers use their skills for the strategic problems. The disadvantages of total or partial outsourcing of the human resources function are: the outsourced service can not be anymore a competitive advantage for the enterprise, the company' s employees will feel threatened, career management becomes more difficult and the management of data becomes difficult to integrate in the new company (Prodan, p. 11).

INFORMATIC SOFTWARE FOR HUMAN RESOURCE MANAGEMENT

Human resource management "tasted" the first software in the '70s, when it was useful only for payrolls. After '89s, the novelty for human resource management was the introduction of the Internet, which it is currently arranging mostly the supply and demand for jobs.

Information systems for human resource management (ISHRM) can vary according to the nature of the decisions that are modelled. Thus, there are three main types of systems that can be applied on human resource management: operative human resources information systems (OHRIS), tactical human resource information systems (THRIS) and strategic human resources information systems (SHRIS):

Table 1: The classification of ISHRM

OHRIS	THRIS	SHRIS
IS for selection of candidates	IS for recruitment	IS for human resource planning
IS for the evidence of the labor posts and personnel	IS for professional formation and training	IS for sustaining the negotiations with the workers
IS for the evidence of working time	IS for the analysis and design the posts	
IS for the evidence of performance management		
IS for external reports		
IS for calculating the salaries		

Source: adapted from *Sisteme informatice integrate utilizate în managementul resurselor umane,www.erp-romania.ro/index.swf*[accesed 2015].

In the following lines are a few of examples of human resource management information systems:

SAP Human Resources package it is a computer application for human resources management developed by the German Company SAP ("Systems, Applications, and Products in Data Processing"), which currently operates in 50 countries and has no less than 109000 customers (SAP, 2016). Sap Human Resources it is applicable to any type of company and the main operating areas are (SAP, 2016):

Administrative activities on human resources;

Management of employee relations;

Career management of human resources;

Strategic analysis of human resources.

In Romania, example of companies that have implemented the SAP system for human resources mananagement are: Agricola International, E.On Gas Distribution, General Fluid, Tornado Sistems, Distrigaz Sud, Dedeman, Albalact, Vel Pitar, IT Agricantus.

The case of Dedeman

The Dedeman IT Director, Ovidiu Gavrilă, specifies that before implementing the SAP system, the company's turnover was 18 million euros, and after implementation, became 100 million. "I think a large part of this increase was made possible using the SAP system", he says (Studiul pieței românești de software profesional SAP, 2016). In line with the global leaders in retail applications that use this system, Dedeman found in SAP human resources the perfect system to produce expansion in Romania. The essential advantage of its implementation was the comparability of the selling points which had similar conditions. Once one of the workstations get less profit than another or even losses, that was restructured or closed.

Human resources application SIVECO of the Siveco Romania Company is leading data modeling through flexibility and adaptation to economic and legislative changes from Romania (Siveco România, 2016). It is divided into four modules, which separates the main activities of human resources management, as it follows:

Figure 1: The general structure of the application SIVECO, human resources component
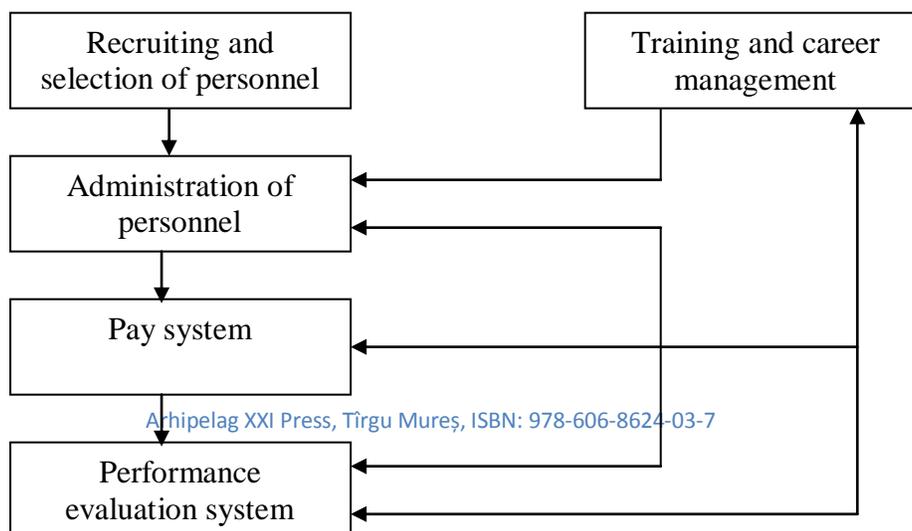
Source: adaptated from Roşca C., Vărzaru M., Roşca I. Gh., *Resurse umane. Management şi gestiune*, Ed. Economică, Bucureşti, 2005, p. 522.

The SIVECO application includes all the activities of human recources management, operational and tactical ones. The four modules are interconnected and the essential advantage it is that it can operate both on local area networks and remote (LAN, WAN).

Examples of romanian companies that are using the application SIVECO for the human resources component are: Citibank, Tiriac Air, Raiffeisen Bank, Carpatair, National Agency for Employment, Ministry of Foreign Affairs and National Meteorological Administration.

The case of Carpatair

The partnership between Carpatair and SIVECO Romania started in 2005, when the aerian company was newly arrived on the market (Positive results for SIVECO Romania, 2016). The integration of the application within the company, including the human resources component was possible because it was expected a good collaboration between provider-client and high services analysis before implementation. The advantages of the software at that moment were: the securiting data until elementary data, the increasing of operational efficiency, the lowering of the costs, improving communication within the system and outside it and the increasing of the profitability.

Referring to the information systems for human resource management, human resources department must put into balance the needs of the organization and the needs of the employees with the concrete possibilities to modeling of the variable taken into account, the available software offered, and to propose to top management to acquire a proper human resources application that favor the company's processes.

THE JOBS OF THE FUTURE

To predict the evolution of the jobs on the market specialists consider that must take into account several aspects (Popescu, 2009, p. 571):

Today, the society focuses on saving time;

Automation it is vital for organizations;

There it is a need for efficiency of the tasks undertaken at work;

The enterprises always are looking to reduce costs;

There it is a need to improve the reliability and the management;

There it is a need to make things easier to use;

It is necessary to take into account the impact of the economy on the external environment and internal of the organizations.

In the activitiesc where are involved high technology and head hunting practice, human resources management staff will be able to attract employees through higher pay, more benefits, etc. If employees are more than enough, the job involves an average use of technology ("basic technology"- such as scanners in supermarkets or other simple machines), the selection of personnel will target people willing to work on a salary somewhat lower, as the duties and responsibility considered.

The European Employment Mobility Portal (EURES) offers the following statistics with reference to the demand for labor in Europe (The European Job Mobility Bulletin, 2016):

Financial domain and sales: 29800 vacancies in Germany, 2800 in Belgium and 3500 in France;

Sales and demonstrations area: 11300 vacancies in Germany, 2600 in Austria, and 5600 in Belgium;

Personal care and companionship: 23600 vacancies in the United Kingdom, 11300 in Germany, 1800 in France;

Health Insurances: 9900 vacancies in Germany, 3400 in Belgium, 24500 in United Kingdom;

Electrical and electronic equipment: 26600 vacancies in Germany, 1600 in Belgium, 9200 in United Kingdom;

Some experts already predict which jobs will be in the next generation. Five new professions in the next 20 years in Europe will look like this (Popescu, 2009, pp. 572-573):

Specialist in genetic scan. In the future it is expected that the department of human resources management will have to hire technicians to extract and analyze DNA from potential employees, in an attempt to test if they have a predilection to consume drug or to make other activities that could endangerthe the productivity at work.

Employee into a manufacture of mechanical robots. The functions that the robots carry on the market today are simple: carpet cleaning, filtering pool water, etc. In the future, there are predictions that their price will fall, so most middle-income families will be able to purchase robots that perform more complex actions (robots for company or personal assistants).

Specialist in film holograms. Divertisment it is present at home with Internet access, DVDs, and retain people in their homes as long as possible. To watch 3D movies, customers will not be able to afford the specialized equipment and to maintain it in their home. As a solution, people will appeal to cinema. Thus, given the technology and the consumer behavior, it will appear on the market the demand for this type of specialists.

Manager for hydrogen stations. According to a research carried out by the manufacturer Ford, if the hydrogen would be used in mass, it will have greater advantages terms of the price, compared to the other fuels used today.

Travel guide in space. Experts believe that in future will be choosed travels into space for entertainment.

Other professions of the future in Europe will continue to develop in multimedia, assuming combination from television, radio, graphics, text and digital technology. Examples of such jobs already present on the market are: the games writers, the animation and text specialists (creators of 3D digital universes), web designers (creators of pages and websites), and so on.

CONCLUSIONS

As it was already shown, the future jobs provided by the specialists are closely conditioned by new technologies that are emerging on the market. Basically, we to deal with a circuit that automatically it is extended to new technological trends:

Figure 2: The acquiring of multiple qualifications circuit
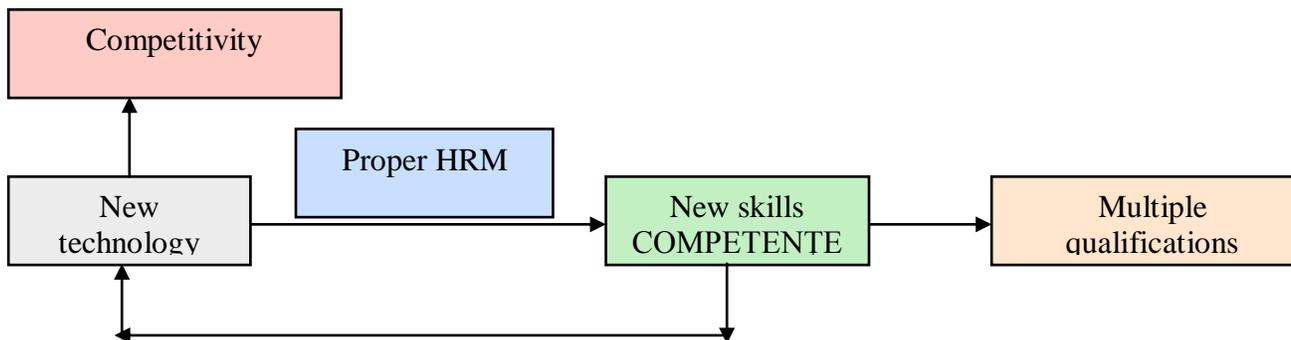
The newly appeared technology determines companies to acquire it in order to be competitive, while, at the same time, the workforce becomes retrained, and achieve new skills. When a different new technology appears, employees will again specialize in order to keep up with the coming changes. Thus, employees will become multi-skilled. An appropriate human resource management involveto

adapt the practices to the operational, tactical and strategic objectives of the company. Thus, on the one hand, new technologies will be implemented successfully, and on the other hand, human resources will be qualified according to the technological and professional required skills.

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