

STUDY REGARDING THE HUMAN RESOURCE MANAGEMENT FROM THE MAYOR OF A TOWN IN CARAȘ-SEVERIN COUNTY

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Abstract: The paper contains some theoretical and practical ideas on the implementation of HRM at the level of a municipal town hall, being in fact a sequel of a research started in 2016 at the level of smaller town halls, and which was desired to be extended to other levels or other types of organizations, both in size and in legal personality, in order to make comparisons and generate relevant conclusions in this management-derived field, and to propose measures for the continuous improvement of HRM practices at the level of some organizations in Caras-Severin County.

Keywords: management, human resources, tools, efficiency, performance.

1. Introduction

The actions realized in 2016, regarding the realization of some case studies in the field of human resource management (HRM) implementation at the level of different types of organizations, started from the fact that both the literature and practice in this domain, and even in public and private institutions, the importance of HRM contribution in ensuring the dimensioning of the organization functions and of the internal framework favourable for development and, implicitly, for the organization performance was identified.

Therefore, in the sequel of the research presented in the Annals of “Eftimie Murgu” University in Resita, Fascicule 2, Economic Studies, edited in 2016, we aimed at identifying the vital potential, which creates value for a larger and more complex organization, so that to be able to later appreciate, through comparability, if the HRM at this level is competitive, if it meets the employees’ expectations and which is the impact of individual performance on the organization performance.

2. Study description

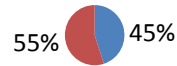
In this study, the survey method was used, as well as tools like questionnaires, interviews, or thematic talks with some respondents, who reached a number of 380, precisely because of the holidays and temporary job trips that did not allow contact with all the employees of the town hall analyzed.

The results of questionnaires processing, which were designed in advance, regarding the implementation of the human resources management at the level of the town hall chosen from the Caras-Severin County are presented in the following explanations.

I. Respondents data:

1. Function occupied

■ Management function ■ Execution function



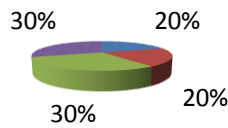
2. Gender

■ Feminin ■ Masculin



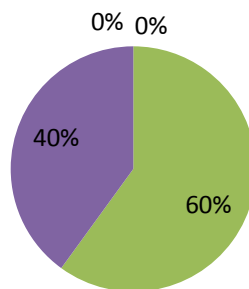
3. Age

■ 18-25 years ■ 25-35 years ■ 35-45 years ■ over 45 years



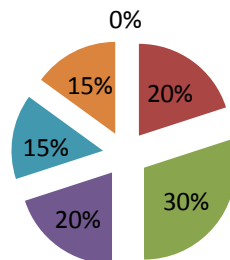
4. Last school graduated

■ High school ■ College ■ University ■ Post-university studies



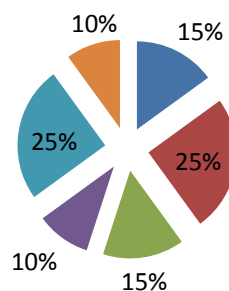
5. Work experience in the institution

- less than 6 months
- between 6 months and a year
- between 1 and 5 years
- between 5 and 10 years
- between 10 and 15 years
- over 15 years



6. In which of the following domains do you activate inside the institution?

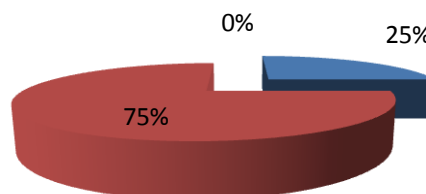
- Human resources
- Finances/ Accountant
- Communication and public relations
- Judicial
- Informatics
- Others



II. Thematic questions

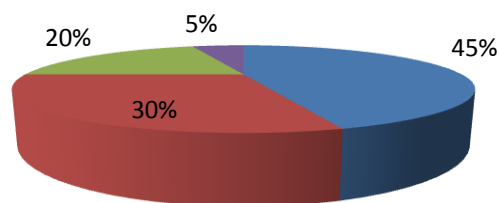
1. To what extent do you consider sufficient the activity of human resources inside your...

- In a large extent
- Medium
- Small extent



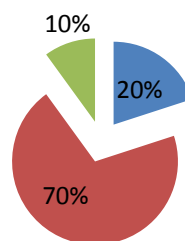
2. Which criteria do you consider to be the most important in planning the necessary of human resources?

- the high volume of individual tasks and multitasking
- the possibility of organizational development
- the insurance of service quality offered to citizens
- others



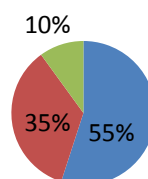
3. To which extent do you consider the personnel qualified for the positions occupied?

- Large extent
- Medium
- Small extent



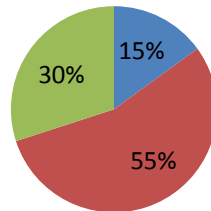
4. To what extent do you consider staff fluctuations a threat to the institution?

- Large extent
- Medium
- Small extent



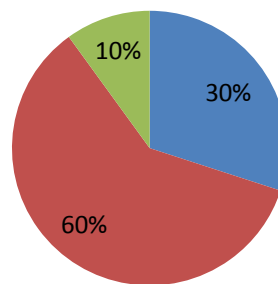
5. The recruitment process within the institution is realized through:

■ Selection interview ■ Contest ■ Contest/ Wrriten exam



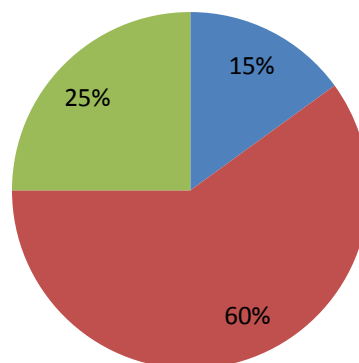
6. To what extent are you familiar with the attributions listed the job sheet?

■ Large extent ■ Medium ■ Small extent



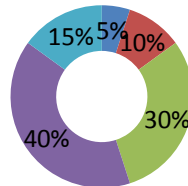
7. Do you consider that your core duties are outweighed by the tasks you perform?

■ Yes, in a great measure ■ Occasionally, according to to work volume ■ Not at all



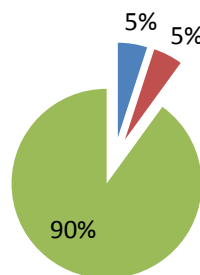
8. The frequency with which the opportunity to attend training courses within the institution is offered:

■ on monthly bases ■ semestrial ■ trimestrial ■ annual ■ never



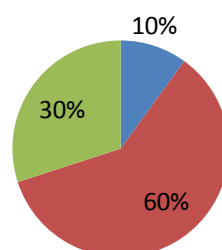
9. The staff performance assesement in the institution where you activate is realized:

■ Semestrial ■ Annual ■ Occasionally

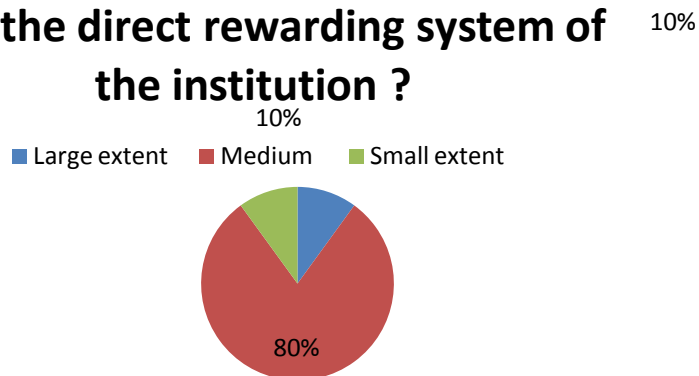


10. Performance evaluation within the institution is realized through:

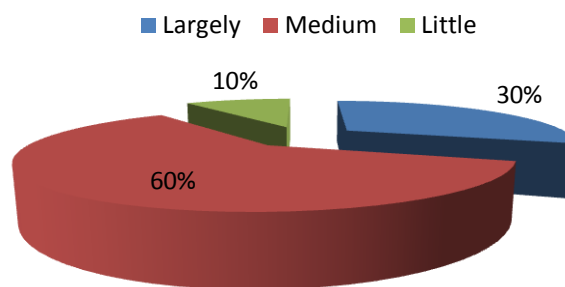
■ Performance evaluation questionnaires
■ Constant observations made by superiors
■ Analysis of key performance indicators



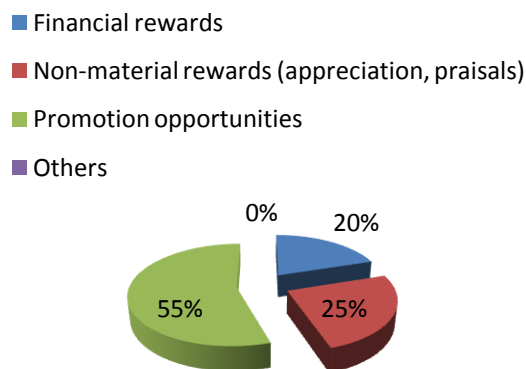
11. To which extent are you satisfied with the direct rewarding system of the institution ?



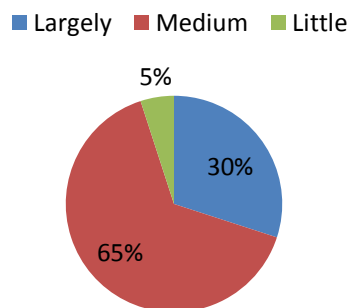
12. Within the institution, is there a feeling of equality among employees and a principle of non-discrimination ?



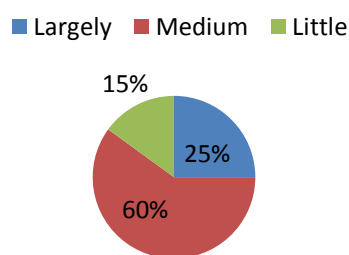
13. Individual performances are mainly rewarded by :



14. To what extent to you consider the manager respects his/her responsibilities within the organisation ?



15. To what extent do you consider the strategy of the human resources management strategica de management as being efficient, in general?



The interpretation of data and information generated by these graphs representing the results of the application of questionnaires on the implementation of human resources management at the level of the Town Hall of a municipality from the Caras-Severin County is the following:

I. In the Town Hall, which was the subject of this study, the execution functions are predominant in comparison to the management ones, which also confirms the respect of legal provisions.

Of the total number of employees surveyed, 50% are men and 50% women, thus reflecting the equality of chances and within the analyzed town hall. More than 30% of surveyed employees are aged 35-45, 30% are over 45, and those aged 18-25 and 25-35 years respectively have an approximately equal 20%, so there is a short- and medium-term balance. Most employees, that is 60%, graduated from the faculty and the others are undergoing graduate studies, with 40% having at least one postgraduate degree.

From the experience point of view, the highest percentage of 30% is represented by employees with a working experience from one to five years, 20% have between five and ten years of experience, 30% are employees with over 10 years in the same institution and 35% represent young people employed up to one year ago, which indicates that there are sufficient

human resources necessary to ensure the continuity of the public institution activity. Respondents come from all functions of the organization, most of which are employees of the main office, financial, accounting, IT, human resources, communication, and fewer other structures that are mostly contract staff and fewer civil servants.

II. Regarding the implementation of HRM within the town hall, 75% of the town hall respondents say that the human resource planning activity within the analyzed institution is at a medium level and 25% to a large extent, considering that the most important criteria (45%), the possibility of organizational development (30%) as well as the quality of services rendered to the citizen (20%), which should be considered in the proper planning of a human resources need are high volume of individual tasks and multitasking.

Respondents consider that the staff is largely prepared in a percentage of 20% and 70% think they are at an average level, with a 10% considering low qualified staff. They also consider staff fluctuations to be a major threat (55%) and 35% say they are affecting them at a medium level. In the town hall chosen for this study, the recruitment process within the institution is done 100% through a selection interview and a written exam, the latter being applied for more than 85%, which actually applies to civil servants.

Most employees, at least 60% of the respondents are largely familiar with all the attributions in the job description, and as a result 15% of them consider that the basic attributions are largely outweighed by the jobs in the job description, and 60% say that only occasionally, depending on the workload, 25% are not affected by that inconsistency.

Regarding the employees' development, only 40% of them can offer an opportunity for some training courses annually within the Town Hall, 10% half-yearly, 30% quarterly, 5% monthly and 15% never. Normally, professional performance assessment is applied annually, but the current management, taking into account the large number of young employees, performs more occasional valuations and for beginners, control and half-yearly assessments.

As a result of the analysis of some key performance indicators, questionnaire results, and comments from management representatives, which led to more thematic discussions, 80% are satisfied with the new reward system, 10% in large measure and also 10% to a small extent. It can be appreciated that the employees' performance is usually rewarded to the extent of expectations (30%), 60% of a medium level, proving that the principle of equality and non-discrimination is observed.

In 20% of cases, financial rewards are appreciated, 25% are non-material rewards, and 55% have voted for the opportunity to promote and advance. Respondents appreciate the HRM strategy at an average level of 60%, as being only 25% effective and 15% consider it to be efficient, to a small extent, the efficiency being reflected also by the positive evolution of the relevant indicators in the annual financial statement, analyzed over the last three years.

3. Conclusions

From the analysis of some theoretical elements specific to the studied organization, as well as the research results, one can easily observe the necessity of human resources as the basic resources and the only creator of value, which in practice explains the great social responsibility, not only financial, of the managers of the town halls and especially the mayor's.

Although the indicators of managerial efficiency reflected as elements of the annual financial statements highlight an efficient economic and financial activity at the level of the town hall analyzed, the analysis of HRM implementation in this case reveals an almost average social efficiency as assumed by the human resources management of the town hall.

That is one reason why it would be necessary to reconsider the respondents' evaluation, by approaching the reality reflected in the annual financial statements, a

correlation of these assessments with the internal regulations, the Organization and Functioning Regulations, the improvement of the existing plans, the recruitment process, the professional improvement, with the harmonization of the criteria of appreciation and reward for ensuring the correlation performance-reward-satisfaction of work. Only by complying with these conditions for the staff of the town hall analyzed could all its needs and the HRM be satisfied 100%, precisely in order to obtain results in terms of efficiency.

There are indeed cases in which respondents' responses have led to realistic assessments which, to a large extent, these have also confirmed compliance with legal provisions in the field such as the Law on the Status of Civil Servants, but some cases of non-synchronization with these legal provisions referring to the recruitment of staff, which should be done 100% based on contests and interview, staff assessment should be mandatory once a year and should have been reflected by the highest percentage of respondents.

In other words, it appears that the mayor and the managers at the other managerial levels did not pay enough attention to recruitment and professional training, and in correlation with the fact that in 2017 nearly 70 posts were reduced, it can be understood why many the respondents are familiar with the duties of the job description, at a medium and a small level, but also because many of them fulfill other tasks other than those in the job description.

A comparison of the respondents' assessments with the realistic annual assessments of individual performance based on self-evaluation reports approved by senior hierarchical management would have been interesting, but also with the organization performance assessments over time. That is why I consider that this research remains open to other ideas and proposals, and can continue to extend to the economic entity and then to comparisons between entities as well as to clarify the issues that are suspected to be deviant and realistic or in accordance with the legal provisions in force.

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