Human Resources Management in Support of Improving the Adaptability of the Romanian Companies

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Abstract
In an age that is characterized by change, economic and social environment and organizational is one turbulent, characterized by sharp changes and reduced predictability. In these circumstances, the business environment changes are significant and have direct effects on organizational processes, success or even survival of the undertakings is related to efficiency and the rapidity with which they manage to integrate the changes and adapt effectively and optimally with the help of a management system to come in support of adaptation. Moreover, companies must be concerned with investment and training for employees, because the development of human resources is essential to increase the organization's ability to perform in a highly competitive, constantly evolving.

Key words: adaptability, business environment, labor flexibility, human resource development.

JEL Classification: O15, E24

● Adaptation of the organization in an ever-changing environment

In the field of organizational management, adaptability is defined [1] through the capability to generate transformations in the organization, running or networking, in order to respond effectively to changes in the environment and keeping up with these. In the modern world, organizations must adapt to meet the changing business environment. The organization is an organic adaptive in permanent connection with the environment that influences, but it also influences which changes the system parameters. A system whose parameters are variable in response to environmental conditions is an adaptive system. Faced with frequent and intense changes in environmental conditions, adaptive, responsive organizations and the state of the coping and the organization's performance is expressed through the organization's capacity to integrate changes in external environment.

If at first, according to classical theory, firms' behaviour was considered and is the maximisation of profit, currently the interdependence of firms has made
necessary the construction of strategic models, on which quotas have been added to the external environment and the internal characteristics of the firm as determinants of an effective strategy. It is difficult to do a mechanical link between a given structure of the market and a precise strategy, each enterprise setting and a particular behavior to enable effective adaptation strategy [2].

At the European level, the strategic framework of employment policies establishes goals and priorities for concrete action in this regard. Increasing the adaptability of workers and enterprises, in terms of the new economic environment, dynamic and competitive, it cannot be achieved only by promoting flexibility combined with security in the labour market. In order to better reflect the needs of the individual and of the worker's working time must be adapted, in the sense of flexibility and promoting flexible forms of work. Raising the attractiveness of part-time work is increasingly regarded as a priority, but which still remains little used [3]. It is also needed to promote and implement modern forms of work organisation and the innovative and creative potential.

- The results of spreading negative effects of the global crisis on employment

The crisis, in general, is a necessary stage in the process of evolving to new stages of development, in which the old structures and relationships are transformed to some functional enhancement. At this point, it should be managed properly and losses to be bolstered and capitalized the processes of knowledge, innovation, research strategic reorganization [4]. Now, human resources must be harnessed with maximum effectiveness and human resources management plays a strategic role because, if well oriented can help your organization develop adaptation plans and competitive comeback using human resource [5].

The experimental effects of the global crisis over seek employment in general and how businesses have responded to the recession. Statistical records are tracked (Eurostat and National Statistics Institute) reflecting the spread of negative effects of the economic crisis on employment and the main structural changes that occurred in the dynamics of the workforce and the adjustable components, in EU member states, including Romania. Subsequently, we present the reaction of some enterprises in several European countries in order to adapt to changes in the economic environment. We could formulate conclusions and recommendations in order to identify the main managerial practices, and measures to be taken at the level of the economic agent, to orient the measures to boost flexibility and structural problems of the labour market.

Employment was adversely affected by the economic recession in all EU member states, and the spread of negative effects will continue even after coming the first signs of economic growth. Labour market response to economic downturn resulted in temporary employment contraction (accordingly, the conclusion of fixed-term contracts and by temporary employment agencies), and expanding
employment part time accompanied by a decrease in employment of full-time and reduction of working hours.

If, in general, in EU Member States, and in previous years the global crisis, a positive evolution of the record number of employees with temporary contracts, in direct relation to economic growth, starting with the period of economic regression, there has been a decline of the share of temporary employment in total employment (from 14.1 in quarter I 2009 to 13.1 quarter of 2011). On the other hand, the share of workers with employment program partly grew clearly, at 18.4% in the first quarter of 2009 at 6 pm. 6 percent in the first quarter of 2011 (graphic 1). At the level of each individual country the situation is more nuanced, according to strategies and specific legislative framework.

Graphic 1: Evolution of the share of employees with temporary contracts and part-time total employed population, the EU average, 2008-2011
Source: Eurostat

In EU member states, the use of flexible forms of employment may be an alternative to massive losses from the decline in labour force, avoiding exacerbation of social costs and "sending" the crisis only burdens on employment.

- **In Romania, developments are not European labour market trends.**

With the spread of the global crisis in our country, employers have used as a form of resource employment adjustment, in particular, external numerical flexibility levers, question have varied the number of layoffs and hires staff and only in small measure resorted to means of internal adjustment like the flexibility of working time. Temporary employment developments and employment part-time know, in Romania, a dynamic counter to trends in European countries. The share of employees working part-time program in total number of employees decreased. At the same time, the share of employees with temporary working arrangements in total number of employees decreased, without being in direct relation to the evolution of economic growth, as is the case of the European states.

Under these conditions, and in our country is of the opinion that there should be a greater concern for improving the flexibility and adaptability of economic operators in order to facilitate their response to exogenous shocks (crisis, financial and economic fluctuations etc.), at the same time with a permanent
concern for tracking and forecast the evolution of economic life. Adoption of the new Labour Code will likely encourage employers and employees to appeal more to these practices work.

- **Crisis and the response of enterprises. What happens in companies?**

  In the current business environment, exchanger, the key issues of the organization are efficiency and adaptability. Realizing adapting the organization involves determining the conditions and external environment influences, organization diagnosis and development of alternative solutions as adaptive solutions, to this end being used diagnostic models and strategies of problem solving organizations (adaptive strategies, change).

  Thus, it is essential for managers to have all the necessary information to be able to explain, preview and control of organizational processes and the development of human resources in order to obtain the best economic-financial results.

- **Work time Flexibility – the main lever used in european companies**

  The current global crisis has tested "live" the ability of organizations to respond. Businesses have been forced to react to regression of economic activities, firstly, by restriction of expenditure: personnel cuts, halting investments, etc.. In the Member States of the European Union, crossing the crisis period was accompanied by the changes in the purposes of orientation flexibility of time work and the preservation of resources and the number of employees [6]. This strategy ensures a quick response and reversing the firm's production needs and prove his superiority especially during the period in which economic activity will be resumed and will be able to be made active potential work necessary. It stressed the need for companies and workers to be more flexible and thus more adaptable in a changing economic environment.

  From the analysis of the response of european enterprises, resulted in two cases:

  a) In developed countries (Germany, France, Belgium, Netherlands) there are distinct legal regulations concerning flexible working time reduction, in periods of inactivity, organizations using these alternatives as a priority, in order to minimize the negative impacts of economic constraints on workers and businesses. Moreover, in these countries, even though the rules on flexible working forms are provided for certain groups of workers, they were quickly expanded and adapted to respond to the current global crisis (duration, compensation, workers groups etc.. ).

  b) In countries where labor market flexibility is reduced or less regulated (United Kingdom) and in the new Member States (Hungary, Czech Republic, Poland, Romania and Bulgaria) where are the tools to manage their difficult economic situations, the economic shock has been felt more keenly, especially workers in precarious employment situations. Limited flexibility and no rules to regulate has led businesses to use limited resources only for "saving" the organization without having responsibility for the safety of workers. Many enterprises have made redundancies, focusing especially on employees with fixed-
term contracts and concluded through temporary employment agencies, migrant workers (vulnerable groups on the labour market).

The reaction of economic agents from European states to the current financial and economic crisis has shown that labor flexibility levers have proven useful and that the economic constraints, firing workers is not the only answer.

● Conclusions

Adaptability has become an essential condition for both businesses and workers alike, to perform in the turbulent socio-economic environment. To be able to induce the transformation effective, it takes organisational forms designed for strategic flexibility, that is, a mix of structure, internal coordination systems, strategy aimed to adjust the allocation and use of resources as effectively as possible the work and activities of the organization in the market.

Human resource approach as one of the most valuable forms of capital is very important, especially in times of economic turbulence, when new ways must be found to preserve the competitive advantage and maximizing organizational performance, and thus, these investments are included in earnings sustainability of organization.

Therefore, one of the key elements of the organisational strategies is an efficient use of the human resource, increasingly better and more multi-disciplinary, professional setbacks, with innovation, individual research and rapid integration of the newest stiinţei and technology advancements in the workplace. In a new society, characterized by rapid developments and changes in the least predictable, in which organizations must adapt to rapid fluctuations adaptable, the worker must have a positive attitude, dynamic, open to new, able to define the priorities, strengths and weaknesses, and especially the goals and motivations. Thus "equipped" the worker will be able to be an active player in his own professional life.

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*** Institut Naţional pentru Statistică

*** [http://ec.europa.eu/eurostat](http://ec.europa.eu/eurostat)

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