

CURRENT NECESSITY OF WORK FORCE, BASIC REQUIREMENT FOR THE ACTIVITY OF AN ECONOMIC ENTITY

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În articolul de față se face o încercare de a explica un paradox al economiei de piață, în general, și al pieței muncii, în special, și anume: ce se întâmplă cu necesarul permanent și foarte acut de resurse de muncă, vis-à-vis de existența unei rate a șomajului destul de ridicată întâlnită în țările mai puțin industrializate, dar și în rândul țărilor dezvoltate. În opinia autorilor, nedepistarea la timp a numărului celor neocupați poate declanșa aleatoriu o criză – răbufnire cu un efect, de multe ori, devastator. Evident, aceste aspecte negative, care apar pe piața muncii, sunt determinate de particularitățile controlabile sau mai puțin controlabile datorită „flexibilității pieței”, pe de o parte, și a „rigidității legislației” pentru securitatea locurilor de muncă, pe de altă parte.

In the current stage of the Romanian economy, the positive effects should be made more dynamic and perceived more than the negative effects from all sectors of social life, including the labour market. The ability of the economic entities to create new jobs and cover them with appropriate staff is a positive sign of the market flexibility in general and of the work force in particular. For a rapid integration of our country in the unique European market, there is needed an equilibrium between the real demand and offer which is hard obtain, in the world, as well as at the level of the organisation [1]. In our view, the loss of this vital ability or its slowing down will generate on short and medium-term negative effects on all fields of activity. The need of work force at micro-economic level requires the identification and exact knowledge regarding the number of staff for each department or organisational unit (factory, division, work unit, sub-unit, department, office, and so on) from one period to another. As a rule, the staff required in order to ensure a continuous activity will be established according to two immediate needs: a) depending on the objectives of the economic unit and b) depending on the necessities of human resources observed in that particular moment [2].

For the first need, the administrator – owner (president of the administrative board) will monitor closely the priority objectives among which we mention a few: 1) identify the problems regarding staff, before the appearance of certain conflicts – misunderstandings or crises on short or medium-term; 2) maintain the flexibility of the organisation as regards staff employment, as well as interrupting work contracts without effects on the field of activity; 3) identify elements of uncertainty which could come up in the near future and which should be faced and might have consequences on the quantity and quality of human resources; 4) analysis of the current situation regarding the vacancies and the human resources; 5) elaborate strategies and prevision variants regarding the need of human resources depending on the company objectives.

The second need, which refers to the contents of the necessary of work force, on short and medium-term, requires firstly knowledge on the number of staff, corroboration with the plans of staff improvement; then applying some promotion plans, depending on the evolution in that area, from the demographic and economic point of view, in order to estimate the need of work force. On the same level there is situated the interference with the tendency of economic development and the evolution of the environment (from the technical, economic, socio-cultural point of view, etc.). On the following step there is situated the consolidation and development plan of the company, with the evaluation of the human resources need for the near future and how to adapt this fundamental variable.

As a consequence, this second need is rightly considering the individual – the person as part of the work force which manifests as an exponent but also as a receiver adaptable to the market economy mechanism [3]. The purpose of our article is to try and explain what is happening to the permanent need of work force as compared to a high rate of unemployment. Under the present conditions of a rigid and imperfect competition there should be brought serious and thorough explanations for the vacancies on the market. There must be one or more reasons. Following this argument, there will come up numerous inconvenient questions for both parties, for the employers as well as for the employees – unions, such as: the level of training of the work force is really unsatisfactory; or the working hours are under or over-estimated and do not comply with the

legal provisions, or the salary and perks are well below the limit of basic needs; or, one of the two parties is willing to abuse of the earnings or advantages (profit) thus embedding an immediate risk.

As a rule, if the number of unemployed people is not known in due time, there are caused crises of economic effect, devastating, most of the times. It is obvious that these negative aspects come up especially on the labour market due to some particularities which can be more or less controlled due to the „market flexibility”, on one hand, and due to the „rigidity of law” as regards jobs security, on the other hand. Thus, while the increase or decrease in the economic activities is an instantaneous process (most of the times a quick one), the adaptation of the human factor is a slow process.

In reality there was noticed that, after the 9th decade of the last century the expression of „**market flexibility**” usually came in contradiction with „**market rigidity**”, or of the work force, due to some characteristics of the latter, namely: 1) the work force, with all its abilities, cannot be regarded as a special merchandise, it is much more complex and it should be treated „gradually” when using it. We consider that the advantageous or equilibrated solutions could be reached on the basis of the negotiations between the employers and the employees (unions) and even the state, as an economic agent.

From the part of the employees – unions there is stated that the situation of the work force and unemployment rate is not correctly rendered and that only the employees are forced to make sacrifices, as they have always had numerous obligations and paid more (taxes, insurance policies, unemployment contribution, unconditioned suspension of work contracts, so on), but as a compensation, it should be normal that they benefit from a wider professional security. **In opposition to the employers, the employer** tries to protect as efficiently as possible the jobs and the continuity of the economic activity, and their right to suspend on easier terms the work contract is done with no counter service, being tacitly accepted by the state. We consider that a much more alarming situation regarding the need of work force could be found in the less developed countries, where the hope is that the normal development of commerce and service sector (tertiary) will bring on an important number of vacancies and it will stop the migration of work force or; 2) the work force cannot be freshened at short periods of time (long period of training – 15-18 years), as compared to the raw materials or work equipment; 3) there is not a powerful ability to foresee the possible changes in the evolution of the job demands, of the person capable to undertake a useful work and be paid (or for the young trained persons there is required experience, or for the persons who are over 55 years old, they are the first to be left unemployed).

In conclusion, a successful strategy for the complete usage of work resources will lead to an important decrease in the high level of unemployment, even in the developed countries, but it is sure that it will not eliminate it. The economic policy of many countries cannot be seen put into practice or to fully put into value the available human resources, and the wasted work is impossible to recuperate (along different generations, the work cannot be stocked). In practice, at the level of an economic entity, **in order to determine the need of human resources (staff)** there are used different procedures or methods which had already been used and had positive results, such as: 1) the regression method; 2) the analysis of the tendencies seen from the previous data; 3) estimate the need of staff; 4) „the Delphi technique”; 5) estimate the need of staff on the basis of work productivity [4].

The regressive method is based on the relationship between the employers (as number and quality) and the level of performance indicators accomplished by the economic agents (the volume of production, turnover, added value, profit, so on). Starting from this interdependence, the economic entity foresees the possible need of staff for the future period, which does not take into account the competition, the evolution of the product characteristics and technologies, the changes in taste and client demands.

The analysis of tendencies is a global estimation of the predictable need for work force, taking into account the past evolution of the economic entity, regarding number of employers and staff structure. The estimation of the need of staff is done by each department chief, production unit manager, division manager, and so on. They will analyse the possible need of staff for the future periods, taking into account the specific of the activities and the general development strategy of the company.

The Delphi method is used for the economic agents where the characteristics of the future activities are difficult to estimate. For this purpose, there is formed a group of 10-12 specialists, who know all the details of the company activity and they will express their opinions in writing, based on questionnaires (during this period they will not meet) coordinated by an expert in the field. The real purpose of this procedure is to reach

a consensus in the group of specialists as regards the future estimations for the activities to be undertaken and the need of staff. The coordinator makes a synthesis of the results from the specialists, communicates the results to each specialist and in case there are any nonconformities from the estimated average, they will be explained in writing. After three or five stages of questionnaires there will be reached a stable estimation of the specialists to be presented in a final discussion, regarding the need of staff.

The estimation of the need of staff on the basis or work productivity becomes a fundamental and real variable (some people call it an iron law for an economic entity) needed in order to continue the activity in an efficient way. As a rule, in all cases, **the productivity must increase more rapidly than the increase in salary**. In order to ensure the continuity of the activity, the economic units from the countries with modern economy set the purpose to comply with several categories of rules: a) level norms b) norms of progressive increase in productivity. **The level norms** show us the increase in work productivity which was established to be reached and implicitly ensure the usual efficiency of the activity. The application of these norms is made on the basis of comparisons between professional branches on national and international level. If the activities are repetitive, the working hours could be established for each job, respectively the schedule of each unit, department, so on. The comparison between the effective time of production and the standard time will allow an easy evaluation of the work to be undertaken and remunerated [5].

In our opinion, if the European and world norms are not taken into consideration and complied with, the effect will be that the number of jobs will decrease on short and long term, as the competition is the one which will severely penalize any economic agent. During the future period, the national regulations for the productivity increase for Romanian agents cannot be smaller than the ones on international level. As a consequence, they will be established taking into account the international criteria (the progress made by real competitors) and not the national criteria (because an economic entity cannot bear for a long time a value of the work expenses which would be bigger than the one of their competitors).

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