HUMAN RESOURCE MANAGEMENT INVOLVED IN THE ROMANIAN RURAL TOURISM

RESURSELE UMANE IMPLICATE ÎN TURISMUL RURAL ROMÂNESC

CARMEN SECARĂ[1]

[1]***University of Pitesti, Faculty of Economic Sciences, Pitesti, Romania; carmen.secara@yahoo.com***

Abstract: *The importance of the Romanian tourism in economy and society, as well as the dynamics shown by the tourism phenomenon worldwide requires the existence of highly qualified specialists. In these circumstances it is imperative that those engaged in this field should prove the existence of high skills and competences.*

Keywords: *human resources, rural tourism, organization, satisfaction, performance.*

INTRODUCTION

Human resources are the binder of each organization, representing a remarkable, unique, rare, difficult to imitate and relatively replaceable human potential to be understood, motivated or trained for the superposition of its purposes over the organization's ones. Their potential is the only inexhaustible potential of creativity, solutions, as well as new, original and valuable ideas.

The relationship between tourism and human capital is a complex, inter-conditioning relationship. Any human resources policy must be substantiated by the knowledge of distinctive features of tourism work, by assessment of intensity and the particular action mode of labor on tourism production and activity outcomes. Human resources management must achieve all specific activities like recruitment, selection, employment and integration of personnel, training-motivation, professional training and development based on scientific methods, strictly and most responsibly substantiated. Human resource management involves continuous

improvement of performance of all employees in order to achieve organizational objectives and the management actions must consider each employee as a distinct individual, with specific characteristics.

Human resources in tourism have an important role in stimulating demands, creating an atmosphere of relaxation, formulation of the purchase decision, building and maintaining the interest and sympathy for a certain tourism product travel product or holiday destination, as well as in determining the return of tourists.

MATERIALS AND METHODS

1. CHARACTERISTICS OF HUMAN RESOURSES IN RURAL TOURISM

Tourism creates special benefits, both in terms of recovery of national economies and by the fact that the tourism industry ranks on the first place in the world in terms of contribution to employment.

In carrying out tourism activity, human resources represent one factor ensuring the functionality of the other components of the offer. The human factor transforms natural and material resources from potential into effective ones.

"The volume and quality of tourism basically depends on the personnel employment, as well as on the number of workers and their skill level, the correlation between the characteristics of employment training and functions performed , the professionalism and quality of performing their duties". Tourism development is in direct correlation with the dynamics and structure of personnel. The role of human factor grows with the increasing of consumers' requests towards the quality of services, in its turn tourism development having consequences on the use of human resources by creating new jobs, determining a higher level of education and some function based professional structures.

Therefore, the relationship between tourism and human capital is complex, interconditioning. Tourism imprints the work performed in this sector a sum of features that reflect on the labor needs and effects of its use. Among the most important features can be listed:

1. high consumption of live work;
2. superior moral and material responsibility;

3. relatively high and complex training level;
4. direct relations worker – customer;
5. seasonal employment and high personnel turnover;
6. using part-time work.

2. HUMAN RESOURCE PERFORMANCE ASSESSMENT WITHIN BUCOVINA PENSION

The assessment process is a very important part of the management system in general and particularly of the human resources management system within rural tourism; in the assessment process carried out at Bucovina pension, it was intended to serve both the pension and each employee for the purpose of increasing quality and for the improvement of professional skills. The process consisted of assessing the degree to which employees have fulfilled their professional duties in relation to the position held.

Performance assessment methods used within Bucovina pension

Assessment methods used within the pension for each person have been:

1. general assessment methods-are applicable to any employee, regardless of the position held;
2. specific assessment methods - are used for certain categories of personnel in companies, highly qualified managers or experts.

Assessment depending on the characteristics of the job used for the position of receptionist at Bucovina pension

Table 1

Criteria		Rating				
		1	2	3	4	5
Professional requirements	Higher education			X		
	Years of service			X		
	Specialization				X	
	Knowledge of at least two foreign languages			X		
	Computer skills				X	
Intellectual requirements	Rational thinking					X
	Responsibility				X	

	Motivation				X	
	Memory				X	
	Initiative			X		
Specific requirements	Presentation				X	
	Attention				X	
	Tenacity			X		
	Patience				X	
	Understanding and tolerance		X			
	Honesty				X	
	Prudence				X	
	Cooperation spirit			X		
	Negotiation skill					X

Following the assessment, the manager of the pension has decided to increase the receptionist salary by 15% due to its good results.

Questionnaire applied to employees: motivation-satisfaction

Both motivation and satisfaction are related together to the performance of activity that they can influence either positively, or negatively. Employees' satisfaction is an important indicator of the performance of the pension. Along with the increase of personnel satisfaction and motivation, it shall considerably
also increase the performances of pension. It is essential that the pension management should know how to attract, integrate, evaluate, develop and secure the loyalty of the personnel's talents, who are a source of excellence and performance. Thus, the pension management includes several concepts closely related to human resources motivation, namely: employees should permanently be close to the pension, to perform their duties according to the job description and present a creative behavior.

In the motivation process, the pension management get through the following steps:

* identifying employees' needs;
* finding ways to meet the needs of employees;
* selecting goals that will motivate the behavior;
* employee's performance achievement;
* rewarding of employees.

A "motivation-satisfaction of employees" questionnaire helps identify the employees' level of satisfaction or dissatisfaction. In order that

the motivation-satisfaction study should give the best results, the questions included in this questionnaire must be carefully structured to achieve impartial information.

3. SELECTION AND PROMOTION OF HUMAN RESOURCES WITHIN BOKOVINA PENSION

Personnel selection is the process by which are selected people meeting the skills, knowledge, competences and abilities necessary to achieve the objectives, tasks, powers and responsibilities included in the requirements of certain positions.

Selection process carried out within Bucovina pension was led in two directions:

* professional selection for personnel employment;
* selection for labor promotion.

In both cases the selection was intended as an activity of selecting the best individuals based on job requirements, the action meaning being from the profession towards individual, not of profession for the individual.

The types of selection used in Bucovina pension for the current personnel selection have been:

* filtering selection- from the number of applicants, the persons who had passed the selection tests were selected;
* classification selection- was used to establish the consistency between individuals and jobs, as well as for the classification of the successful ones.

Depending on the strategy applied, the following type of selection was used:

* multiple selection form- selection has been made for several jobs, not just for one. The selected ones have been assigned according to their skills.

Stages of human resource selection process

Stages of the selection process conducted for personnel are represented by:

* completing the job application form;
* preliminary selection of applicants;
* interviewing for employment purposes.

After studying the files, persons considered inappropriate have been eliminated; the selected persons passed through the following stage of the

selection process: interviewing. The main types of interviews used have been:

Promotion involves changing of position or level of employment, increase of responsibilities or skill level and providing material and moral benefits to the employee. The importance of promoting the personnel has a high level, being able to effectively stimulate the employee's initiative and ambition, if made judicious.

Promotion criteria used within Bucovina pension:

Basically, the main criterion is personal merit, but in its content, the highest share must be the ability to successfully perform specific job tasks. Other criteria are: education, seniority and in the same entity, the previously held position, knowledge, skills.

Within the pension, the following promotion method is used:

* *Promotion based on personnel potential*: the employees' skills, knowledge, competences are taken into account. Upon promotion are envisaged the current training level, receptivity to new things, workload, basic training, forecasting sense. It has many advantages, including: encourages rapid development of employees and ensures operative improvement of valuable elements.

The stages of the promotion process to be followed are:

1. announcement of vacant jobs, which may be for the entire organization or within the department.
2. applications under certain conditions.
3. assessment of the qualities of applicants, who get face to face with the requirements of the position granted.
4. the result of the selection is communicated to each applicant, and the rejected ones shall be informed on the reason of their failure, with recommendation of measures to take for their next promotion.

RESULTS AND DISCUSSIONS

Achieving higher quality results in economic and social activity requires the optimal use of all resources. Among them, man is the decisive component, his quality definitely influencing the results of activity carried out by the economic units. Human resources shall represent a center of interest to any organization and the issues regarding professional training, qualification, retraining, planning shall provide research and development

directions of the future organization. Rational use of human resources is a prerequisite of success of a pension in carrying out its tasks. This concerns the involvement of the management on providing and selection of personnel, its judicious distribution according to jobs, motivation in order to achieve aspirations and their integration into the general objectives of the pension.

Pension Bucovina with the main object of activity housing and rendering specific services, is considered one of the most effective pensions in Bucovina region, in terms of business conducted in this field. This success is ensured not only by the ongoing increase of quality of services provided to consumers, but also by continuous restructuring of the process carried out in accordance with the requirements ordered by the market.

The main role in the success of business carried out by Bucovina rural tourism pension falls on the employed personnel. Employment of human resources is made taking into account the changes that occur inside the pension and also in accordance with the law in force.

When hiring personnel, all previous steps of employment are covered. It should be noted that these steps are covered with high strictness, but in each of these steps have been preserved methods used in the past, that should be upgraded.

Regarding recruitment, the two types are used, namely specialized recruitment and general recruitment. This process has an effective character, appealing to all recruitment methods and thus provides a greater number of applicants with a better professional training, suitable for vacant jobs.

In the selection process is recommended to use the applicants' testing, resulting in facilitating this process. Selection work carried out inside Bucovina pension passed through the steps of the selection process, filling up the job application form, preliminary selection of applicants, interviewing for employment and used the types of filtering and classification selection, being led in two directions: professional selection for the purpose of personnel employment and selection for the purpose of labor promotion. In both cases the selection was conceived as an activity of choosing the best individuals based on job requirements, the action meaning being from the profession towards individual, not of profession for the individual.

CONCLUSIONS

The performance evaluation process conducted to Bucovina pension aimed that it should serve both the pension and every employee in order to increase the quality and improving professional skills. The process consisted of assessing the degree to which employees have fulfilled their responsibilities in relation to the position held.

The importance of promoting personnel has a high level, being able to effectively stimulate the employee's initiative and ambition, if done advisably.

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