MANAGERIAL TECHNIQUES IN THE FIELD OF CONTINUOUS TRAINING OF HUMAN RESOURCES AT MICROECONOMIC LEVEL

TEHNICI MANAGERIALE IN DOMENIUL DE FORMARE CONTINUĂ A RESURSELOR UMANE LA NIVEL MICROECONOMIC

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Abstract: *The last decade of the 20th century represented a historical moment that resulted in deep changes in the inner and outer environment of organisations as well as in the way world economy works. The main cause was the globalisation of economy and the development of society based on knowledge. A knowledge society asks present organisations leadership to fundament strategies based on the implementation of a continuous training behaviour.Human resource needs not only to have a basic training since knowledge, skills, and attitudes acquired have become deeply volatile. Thus, numerous successful employers have started to send their staff more and more often to conferences, training courses, and specialisation courses. During the last decade all the countries have intensified their research work and the experimentation of different methods of planning, organising, carrying out, monitoring, and assessing social and economic effects in the training of human resources.*

Key words: *training, management, methods and techniques, database, efficiency*

INTRODUCTION

Romanian economy has crossed during the last 20 years period of deep changes that have also affected the social and political system. The passage from a super-centralised economy to a market economy has had a significant impact on the way the firms are organised so that large enterprises have gradually disappeared and have been partially replaced by

small and medium enterprises as well as by micro-enterprises. Many jobs have disappeared, the unemployment rate increased at an alarming rate in the first years and the responsibility of training the employees passed from the state to the individuals. Competition on the produce and service market has increased due to imports from other countries where the price: quality ratio is more favourable. In this context, the concern of the managers is directed towards survival and less to staff training. This needs to change within the European Union whose main objectives also include the development of a competitive labour force.

MATERIALS AND METHODS

The authors have used and applied as methods of operation: a selective survey of foreign and domestic bibliographies, identification and data collection, processing, analysis, observation and interpretation.

RESULTS AND DISCUSSIONS

Initial education and training of a person in a certain field is a necessary yet not sufficient condition to develop professionally.

In general, specialists agree that the main responsibility in the training and the development of an individual's career belongs to the employee but a considerable share is also divided between the state and the employer. Sponsored continuous training by the organisation starts from the moment somebody starts supplying tasks.

At the same time, no matter the existence or the absence of a coherent programme of training by the company, the employee learns about the organisation's objectives each time he/she has a professional talk with his/her colleagues or superiors, when reading literature or when talking to third parties about the activity he/she is carrying out.

The components of the system of continuous training of the human resources should be understood from both the point of view of the concept definition and of the learning activities. For each component one needs to describe the content, the area of distribution, and the target groups. On the other hand, all the activities included in the development of one or the other

of the components also needs the involvement of other institutions be they specialised or not and that can belong to the educational system or not.

Training can be done through several methods that start with classical ones – carried out in areas specially destined to this activity and that suppose the simultaneous presence of the two parties: the trainer and the trainee – to those methods in which trainer and trainee communicate through modern technologies.

The training of the staff of an organisation is a strategic investment. At present, there is no consensus of specialists and organisation managers in the world on this point. One of the centres of opinion considers that training is a mere cost, supported by the fact that training costs are recorded by accountants. On the other hand, if we consider that training leads to long-term benefits similar to dividends produced by other actions, that multiplying knowledge, abilities, competences, and behaviours are part of the organisation capital and bears its characteristics or that one of the main benefits is the company's competitive advantage we can draw the conclusion that training the staff of an organisation is, in fact, an investment. Nevertheless, all types of training are not investments – to be an investment it needs to meet certain conditions.

The main European document that catalyses the efforts of the governments of the member nations from the point of view of the development of continuous training is the Lisbon strategy adopted at the beginning of the year 2000 which traces the main directions and establishes the targets to be reached by the main assessment indicators until 2010 in order to turn the European area into the most competitive and dynamic economy based on knowledge.As for identifying the elements specific to the continuous training system in Romania compared to the other European Union member nations, the labour force in our country tends to migrate because of the low standard of living.

In general, labour force in Romania is either well trained professionally, or it is based on little training and has few resources of adapting to the requirements of the market economy. This is why the state's efforts are directed to professional re-conversion and to the completion of one's basic education in order to limit the wish to search for a better job in a more economically developed country. To do so, educational institutions and training centres of the state make efforts to adapt also by establishing

organisations whose goal is to assess and acknowledge the activities of all those who are present on the market of labour force training.

Most Romanian companies facing strong competition are not fully committed to training their own employees and are reticent in benefiting from the facilities supplied by the state if they wish to supply professional training.

Individuals establishing their own training periods and who are concerned with completing their own academic education or with obtaining licenses in high-demand professional areas also show the highest wish to make progress in their profession. As a result, the market of Romanian labour force at present has exceeding trained people in a certain field (accountancy, computer operating, secretariat, etc.) so that many individuals, though being trained in a certain field, carry out activities in other fields. Because of the small number of organisations specialised in the development of human resources, because of their lack of experience, and because of the lack of trainers trained in adult education techniques Romania ranks among the last European Union member nations.

One could suggest a system made up of certain quantitative and qualitative indicators in the continuous training of the human resource at micro-economic level, indicators that can be used in assessing economic results of training activities.

Quantitative indicators refer to the following: the number of continuous training sessions per period, the total number of the participants to continuous training, the average number of participants to a training course, as well as the global rate of participation to a process, the average age of the participants to training sessions (years), the number of suppliers of continuous training and their distribution per type and form of ownership, the value of financing the system of continuous training (Lei), the cost of a continuous training course (Lei), etc.

Qualitative indicators refer to the following: the share of modular and compact courses of the total continuous training courses (%), the mean ratio between theory and practice within a strategy, the degree of application of working methodology with the employees (%), the degree of adaptability of the courses (%), the criteria of attendance, the absorption rate, the participants' satisfaction rate, the degree of qualification of the trainers, the share of training time of the total working time, the level of the people and/or organisations asking for direction and counselling directly from

specialised centres, the frequency of using, and the degree of satisfaction of the beneficiaries, etc.

As in the case of any other system, the human resource training system within an organisation needs the use of complex methods of leading in order to carry out the training sessions and to get good results.

Human resources of an organisation, unlike other resources, have a subjective character and the main problem in assessing the efficiency of the training activity is linked to the fact that it is not an economic activity but a social and cultural one and, as a result, its effects are difficult to quantify. If the entries (resources) into the system are relatively easy to express, outcomes (benefits) are rather difficult to assess because effects manifest over a long period of time and in many cases they cannot take a monetary form.

For this reason, the focus is on the coordination of human resources on direct involvement of the subject and of the object of the training – the employee – essential in obtaining expected economic results.

Until 2005, though from a legislative point of view Romanian employees have the right to benefit from training programmes whose cost should be supported entirely by the organisation nobody and nothing can force the organisation to supply training. The changes and completions of the Code of Labour stipulate certain obligations of the employer meant to force it to supply training to the employees. Training, the separate decision system also meets organisations' requirements since it is meant to develop and assess the results of implementing the training programme. Such a system is not available at present on the market of IT products mainly because of the small number of organisations interested in acquiring them and of the complexity of the variables to be used.

The system decision support contains five main models – updating data, selecting training programmes, developing training plans, monitoring the training, and assessing the results – and not the specific IT management. Going though training courses is done successively since they are inter-conditioned, i.e. the applications implemented within the unique frame need the value of the elements included in the previous models.

Interface of the decision-making system. Training is extremely accessible to allow the use of component applications even by people who are not familiar with IT and facilitates the opportunity for the user to intervene permanently in the changing and adjusting of the data.

The system also benefits from a component destined to ensure data safety based on the definition of a user's name and of a password.

Training is part of the decision-support systems based on data and models that are extremely useful to all organisations from micro-enterprises to large ones. Besides a high capacity of analysis, it also supplies the opportunity of implementing proper managerial instruments and of basing investment decision on scientific bases in training, eliminating errors of manual calculus, shortening the periods of time for the selection of the training programs for each employee and achieving the organisational and individual training plan.

CONCLUSSIONS

The evolution of management thinking and practice led to the displacement of attention from the material factor - which held a central position at the beginning of scientific management - the human resource. He came to the conclusion that in an organization, the individual is more than a mere component of productive factors and human resource management than rigid principles of asset management company, it must take into account a number of features that are beyond economic calculation.

Lately, companies have paid more attention to the implications of employment and quality of products were amplified concerns about the impact of automation on job content, analysis and design functions, increase labor productivity.

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