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Human Resources and Its Increasing Complexity

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Abstract: *Our paper tries to present the workforce issue, starting from the well-known role of the Human Resource within a firm/company that is the role of training the employees and to ensure the coverage of all the positions in the organizational chart with personnel well trained for the respective position and to ensure the achievement of the company's goals and the obtaining of profit.*
Thus, we used information from media, data from statistics and information received from the discussion with graduates, or Alumni members, also with entrepreneurs and CEOs.
From all these information and data, we tried to take a snapshot of what's about within an entity regarding, primarily, the labor force, bit the relationships with entrepreneurs, CEOs and managers also.
A successful business is built on a happy workforce, and HR management is the glue that ties it all together. Because of this, every business requires an experienced, sympathetic manager to oversee its human resources division.
One of the best ways for a business to guarantee employee satisfaction, productivity, and future growth is to have a robust HRM department supported by competent leadership. Understanding, flexibility, vision and even empathy, are mandatory aspects for HRM department, in order to manage and optimize the relationships within the firm/company. The Romanian case is eloquent in approach.
And, above all, we think that the prompt answer and action is required to solve the disputes which appeared and possible differences of opinion between leadership/superiors and employees.

Keywords: *human resource, management function, entity, flexibility, profit obtaining.*

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1. The workforce post-pandemic

HR function includes, as we know, the important aspects as hiring the right personnel for the needed posts and the management of their desires and benefits and above all, the payroll, that is precisely the remuneration of the workforce factor of production.

Therefore, a human resources department has the responsability to design administrative procedures to support organizational personnel. As a matter of fact, human resources is currently developing in several important areas, including payroll, health insurance, employee discipline and staff recruitment.

From the literature in the field, but especially from the actual practice in the personnel domain, we chose only the following eloquent example (Indeed Editorial Team, 2022):

1. Recruiting and staffing employees;
2. Employees benefits;
3. Employees compensations;
4. Employees and effective labor relations;
5. Human resources compliance;
6. Organizational structure;
7. Human resources payroll and correct information;
8. Employees training and development.

We consider that the underlined keys are decissive for the existence of HR department and, further, for the efficient operation of the firm/company.

They also comprise more contemporary positions like marketing and labor relations. Payroll administration, employee training, and benefit administration are examples of traditional HR duties.

Furthermore and illustrating the title of the paper, but the reality of our days, we have to present the diversified goals of HR,or HRM (Human Resource Management, more appropiate), that is the increasing role and complexity. For example, from the literature of today (Shalini, 2022):

1. Job design and job analysis;
2. Employees' hiring and selection;
3. Employees' training and future development (first stage);
4. Compensations & Benefits;
5. Employees' performance management (a new approach of the function);

6. Managerial & Labour relations (must be addressed together);
7. Employees' engagements & communications (the qualitative approach of HRM);
8. Health & safety regulations (important for the becoming of Human capital);
9. Personal support for workers;
10. Planning of the activities;
11. Industrial relations.

HRM in its formulation starts with policies for a better using of employees/workers for the job management, according to what entrepreneurs, even CEOs aim to achieve within the company and ends training the effoprts of the entire personnel towards a successful growth of the firm/company. And, due to the fact it is an action with people and human-led activity, HRM becomes the most sensitive and flexible function of the entity, on the behalf of the shareholders and general management of the firm.

2. Methodology

In this paper we used a qualitative research, although we could also use the quantitative one, but it was more sensitive and should have included more people from more states in the analysis.

Thus, we used information from media, data from statistics and information received from the discussion with graduates, or Alumni members, also with entrepreneurs and CEOs.

From all these information and data, we tried to take a snapshot of what's about within an entity regarding, primarily, the labor force, bit the relationships with entrepreneurs, CEOs and managers also.

The situation indicates us that still there are important movements and changes in HR domain, due to the quick challenges appeared but also because of the psychological problems that appeared or were accentuated post-pandemic.

3. Relevant aspects for achieving a high-performing workforce. Romania case

First of all, we consider that, it is not the remote work, imposed during the pandemic and post-pandemic performance of the respective company, or "The Great Resignation", which we will talk about, but *the rate of mismatch of the job with the field in which the basic training was done*.

In this respect, Romania is the country with the highest rate of job mismatch with the field in which you studied (Popa, 2022).

To better understand the problem, the skills mismatch rate is defined as the discrepancy between a person's current occupation and the field in which they trained. The problem becomes more sensitive when a mismatched person frequently changes jobs People who work in a different field from the point of view of the education they received are considered people with *a horizontal skills mismatch*.

There is also *a vertical mismatch*, this refers to those who perform work below their level of training (those with higher medical education work as simple assistants to give an example) or those who work in a more qualified position than their would allow studies.

Fields of education are defined according to the 2013 ISCED-F classification and occupations are identified according to ISCO 2008. Eurostat statistics reveal the following situations:

In Health, Romania is doing very well, among the top 5 countries in Europe, with a mismatch rate of 10% (the worst are Cyprus and Macedonia, with a mismatch rate of almost 40%).

In Agriculture we have a mismatch rate of almost 60% (which puts us in a better position than Bulgaria or Hungary), but far from Switzerland, Denmark and Poland, who are doing best.

In Engineering we are fifth from the bottom, with the smallest mismatches to be found in Switzerland and Germany.

In Science domain, major mismatches (Romania is in the last second place), the countries at the top of the ranking being Switzerland, Germany and Latvia.

In the social field, we see the smallest skills mismatches in Luxembourg and Israel, and the largest in Slovenia and Italy and Romania is about in the middle.

The mismatch of skills according to the field of education can be relevant for the analysis of the labor market. The "mismatched" people, from our discussions with graduates and Alumni, are often or quite frustrated because they have wasted years of their life on something that does not add value to them, and for an employer it can mean costs higher related to the qualification of the unprepared employee for the job and a lower yield of the "unsuitable" one.

Continuing the analysis of the Romanian case in this last situation, another aspect reported is worrying: it is considered that the high-schools studies and even a part of the higher education, do not prepare graduates for the labor market (Burnar, 2022).

The first thought of a graduate higher education is to find a job and earn money, no matter the nature of it, either in Romania, or in EU. Hence, the numerous cases from previous years, in which less qualified, but well-paid jobs were found, until (and the pandemic was such a moment), graduation diplomas were required, even in the respective targeted fields .

However, the Romanian higher education system is ok, but the graduates leave for the West, not only because of the low salaries, but also because of the conditions in which he works and the lack of motivation for increasing performance.

It is satisfying that the flagship of the Romanian economic education, the Academy of Economic Studies from Bucharest is on the first place in Romania amongst the higher education units and in the first 600 in the world, according to the World University Rankings 2023 (HotNews.ro, 2022).

The second important aspect that appeared post-pandemic is *the Great Resignation phenomenon*. This phenomenon is characteristic merely to US economy. There are numerous and diverse reasons why people in the professional and commercial services sectors have left their positions. They include a desire for more fulfillment, a better work environment, or a lack of work-life balance. Exactly the same causes for European workers, looking for *greener pastures*, in a manner of speaking (Heller & Kerner, 2022).

Extreme strain has also been placed on people working in the healthcare sector by the pandemic's continuous stress and concern. In August 2021, this led to 579,000 people quitting their employment and leaving the workplace.

The term was coined by professor Anthony Klotz from Texas A & M University, and in principle means the desire, in fact the intention of workers/employees to leave existing job for other ones, because they became aware that, throughout the pandemic, they weren't content with their work. People quit their employment because they weren't happy with their work environment, their field of business, or their work-life balance.

However, typically, the opposite action—that of rehiring—is taking place since everyone who departed their job is now a part of the subsequent campaign, known as The Great Rehire, which aims to fill all of these employment openings. Considering that hiring and job openings are at record highs, employers are trying to fill available positions. According to the Bureau of Labor Statistics, there were around 11.4 million job opportunities in the United States as of April 2022. Employees' desire for autonomy over their working lives led to the Great Resignation, also known as the Great Reshuffle. Recruiters and talent acquisition management teams

now need to approach filling job positions differently than they did prior to the epidemic because of the Great Rehire. Employees will prioritize their careers' significance and purpose in order to maintain their sense of control.

This phenomenon has also reached Romania. For example, a specialized study affirms that 82 % from the people interviewed made a priority in looking for another job (Marica, 2022). Over a third of the respondents said that multinational corporations were their top option when it came to employment. While 25% would prefer to work for start-ups or smaller companies, 11% would prefer to work for a Romanian business.

Another aspect occured these last months is known as The Quiet Quitting? What is it? Even if it sounds mysterious, we face the situation in which the employee does not leave the firm quietly, but focuses on things to do outside the work/job (Matei, 2022).

The well-known Gallup consultancy company reveals the fact that Romanians are the most dedicated to the workplace in the European space, at a percentage of 31% in 2021. BUT, the burnout phenomenon, defective organizational culture, bosses who do not know how to properly manage the relationship with employees, the current economic context, determines the Romanian employee, in the present case, to look for something else to do, not to give everything for the job where he works.

On the other hand, we deal with the managerial part, the employer on short, that is the entrepreneur, CEOs, other members of the managerial staff, who interact with the employees/workers.

Bossing and bullying are negative workplace behaviors that inhibit the best use of the workforce, split up teams, create an unfavorable and dysfunctional environment, reduce employee innovation, and support irregular attendance. The overall company's morale begins to erode, and employee performance, work quality, and productivity also suffer (Holatová, & Brezinhova, 2021).

Especially, it's about *bossing,* because the majority of the actions of pressure, psychological impacts come from the superiors/bosses. Bossing is a new term, perfect appropriate to the concrete situations within firms/organisations.

The desired siuation is that of *modus in rebus* for both parties. Subjective assessments are no needed and, if the employee is doing well his job and supports the general firms'activity, this action has to be helped. Otherwise, why was that person hired?

4. Conclusions

The Human Resources function/department is essential for a smooth functioning of any firm/corporation/organisation, because the labor force/workforce is the main factor of production in any economy, the "propeller" of it.

The role of HRM is to support current business operations so that the organization can grow at a definable rate. HRM now shifts to competency-based hiring, pay scales, unexpected events, correspondence, and organizational structure. It is a flexible communication route between entrepreneurs/CEOs and the employees.

In order to earn more money and guarantee a respectable level of living, Romanians and EU nationals seek new employers who offer flexibility in the form of remote work.

Taking into account the profound changes appeared lately, includin pandemic, the climae changes, the war in Ukraine and its devastating effect in the basic areas of economic and social life, the HR activity has to support the allocation/distribution of the employees within the entity to reach their objective, in accordance with the plans, strategies, tactics of entrepreneurs, CEOs or stakeholders.

We consider that the perfect logo, both for employees and leadership/general management is "I need very much to do the desired thing/activity and I must fight for it".

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