

ECONOMIC GROWTH BASED ON A PROFESIONAL CENTRAL ADMINISTRATION

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Abstract. *State intervention in economy is extremely complex related to the contemporary period. Evolution of economic and social vectors of thinking produced deep transformations regarding the role of central administration and decision makers in economy and social life of a nation. Economic policies adopted at central level vary so much as the prospect and application tools and effects, at the central level. In this context, the hired individuals in central administration must become that flexible staffing, adaptable to a permanent changing labour market, in order to develop coherent and convergent economic policies and social ones. Specialized training programs must be developed in such way to respond current requirements and create a class of professionals at the top level of the administration being able to draft and to apply that changing maps of economic growth and development.*

Keywords: *economic growth, economic policies, central administration, professional training, PDP (personal development plan).*

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1. Introduction

The contribution of education and training to economic growth and development has been extensively studied. Data and studies available indicate that education and training are the main factors that contribute to economic development and progress. Studies and scholars demonstrated *that investments in education and training create the most important earnings and that any increase in the level of education of the workforce is an important factor of economic growth.* Achievement of the objectives of the Lisbon strategy is possible only in the conditions of the existence of a highly qualified work force and adaptable, able to use, effectively, knowledge and new technologies. This objective can be achieved by increasing participation in lifelong learning, increasing levels of education, to increase the capacity of the system of education and initial vocational

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training to provide competences and skills required by the labour market etc. Systems of training should be developed and upgraded to a better adaptation to the needs of the constantly changing and developments from the economy and society, to contribute to the creation of a more efficient and more effective public administration in the benefit of the socio-economic society.

The 21st century began with many changes in many areas especially in economics. We're speaking of management becoming more about *cool resource* and *hot resources*. These two notions were the subject of many debates researchers, trying to adapt this concept to their own needs and the needs of the regional and even global ones too. The world which we live in is characterized by a lot of changes that are succeeding with great rapidity in which the business world, the requirement and challenges related to the ordinary life. Changes in companies increasing felt the need for more high effort for innovation, productivity and quality speaking the world desire of economy growth presented as being subject to the potential of the existing resources, namely: human resources, natural resources, materials, and technology¹. This is why human resource management is becoming increasingly seen as a fundamental factor of economic results and social strategy is one of the strategic components of entrepreneurs². Traditional concept in which people were considered mere "costs" (e.g. staff remuneration costs were considered expenditures for "maintenance" and "use" of human resources must be kept as low and recovered as quickly without the need for spending amortization of staff). Today more and more specialists point out the need to treat staff as an investment chapter for further development of the organization. This recognizes that human resources are the first strategic resources of the organization³.

In fact there is nothing new because people look as individuals or as an organization, were driven by someone using specific skills: "... To guide people's work is not only appealing to the real meaning of the concept. It requires planning, organization and management of a heterogeneous group of human beings each one having with its own strengths and weaknesses⁴." Human resources are important due to their potential for growth and

¹ Economic growth is a concept launched by economist Roy Harrod in the second half of the twentieth century and was defined as an increase in the production capacity of a strong, sustained growth identified by the national real income over several years.

² V. Lefter, *Human resources management*, Economic Publishing House, Bucharest, 2003, p. 7.

³ M. Dimitrescu, *Human resources management*, Bucharest, 2010, p. 31.

⁴ Arthur R. Pell, *Human resources management*, Curtea Veche Publishing, Bucharest, 2007, p. 13.

development in their ability to meet and overcome limitations. For this reason, they represent a certain potential to be exploited, fully motivated and involved as the organization's objectives following some rules and issues for achieving the goals. Arguably, people oriented management philosophy is not just the fact that people “are the organization”, but respect for people “to compete with individuals.” On the other hand the concept of human resources represents the main strength of the company, production of the following considerations⁵:

- human resources produces and multiply the objective factors of production;
- human resources creates and stimulates the means of production;
- human resources transforms objects in material goods;
- human resources is the only factor that creates new values;
- influences the effectiveness of human resources of material and financial resources.

2. The contemporary concept of Human Resources Management (HRM)

The contemporary concept of Human Resources Management (HRM) (human resource development) contains some different aspects as planning, organizing, implementing, and managing recruitment; selection activities, staff training, career development and improving organizational initiatives are connected to the main items essential domains of HRM policies. The main objectives of HRM are to establish high levels of productivity, optimizing the efficiency of the employees, considering the employees the most important resources. HRM must enlarge efforts to identify the most performing activities to personal development, to sustain employee satisfaction, and driving and applying the most sustainable work-related laws. As Drucker used to say: “...That driving is based on the ability to do something that others cannot or do not find it difficult to make. The leader must develop the idea of a common mission, clearly defined, that will hold together the members of the organization and enable it to achieve results⁶”.

For decades, the work of staff was compared only with personnel/HR, but really it is just a part of it, human resource management involves a

⁵ I. Ceaușu, *Encyclopaedia Of Management*, Edition ATTR, Bucharest, 1999, p. 455.

⁶ P. Drucker, *About the profession of manager*, Meteor Press Publishing, Bucharest, 1999, p. 119.

more complex activity. Basically, it is a gradual transition from the work of the staff in charge of human resources, as a result of the influence of the main economic factors, including also sociological, technological, demographic ones, these factors forms varying from country to country. Contemporary economic changes have taught managers to move attention from natural resources to intellectual assets, to examine carefully knowledge that supports the work of the organization they lead and how they are run. Any organization dispose of a collection of talent, knowledge and experience you need to manage them because you have to increase this heritage⁷. As modern enterprises can be defined as a set of knowledge, procedures and expertise, the transmission of the company culture is a main task of survival pointing on two types of items: items which can be acquired almost instantaneously (capital, patents, cars) and items that require a long period of maturation in order the knowledge to be added to the company (experience, technical and commercial knowledge, specific methods).

Modern organizations theories want to get a balance between employers and employers' goals and needs, and consider the concept of human resource management involving four main directions:

- human resources mapping and use;
- human resource motivation;
- training resources;
- human resources protection.

These four lines of constant organizational changes aimed at including that which, during the economic crisis, brought a number of challenges, involve the risk of unexpected dose and behaviour, often even those who are struggling to accept or make changes generate resistance to change. In these conditions the main issue of managers is to have a permanent attention to staff training and adapting to the needs and demands of the market. So, that is the reason I should add a fifth way pointing to the staff professionalization⁸. To get this goal we agree the importance and content of the training process that takes place in organizations and it is necessary to clarify the terms that are used in current speech⁹:

1. Training: any activity aimed at acquiring specific knowledge and skills to exercise a trade or an operation. Examples of training needs:

⁷ N. Anderson, *Assessment and Selection in Organizations*, John Wiley, New York, 1994.

⁸ M. Moldovan-Sholtz, *Human Resources Management*, Economic Publishing House, Bucharest, 2005.

⁹ M. Dimitrescu, *op.cit.*

the need to ensure efficient and safe operation of certain machinery or equipment; need to have available a workforce efficiency, need for competent leadership of the organization.

2. Improvement: any learning activity directed toward future needs rather than immediate and dealing more career advancement than current performance. Education: any long-term learning activities, aimed at training people to fulfil different roles in society: the role of citizens, workers and members of family groups. The focus on education is the individual and his needs and only secondarily is the community needs, being the needs of society.

Each of these distinct types of active learning involves various stages, the acquisition of knowledge, their understanding, skills and attitudes. Here we rely on school, college and university to provide the largest part of the “education” activities held in our society. Systematic approach to training generally follows a logical scale of activities, starting with establishing a principle policy and resources needed to support them, followed by a training needs assessment to ensure appropriate program and ending with some form of evaluation and feedback as we see below¹⁰:

- Establishing a training and improvement policy;
- Identifying training needs of the company;
- Selecting the company/trainers who provide the training;
- Planning and drafting the training;
- Conduct training and development activities;
- Evaluating training and development activities.

Even it is an obligation established by legislation, many companies meet their training requirements in a ‘light manner’ and about at random and training activities have a more or less unplanned and unsystematic aspect.

In accordance with the national legislation, the Law on civil servants nr. 199/1999 and OUG nr. 129/2000 relating to the training of adults, republished in the Official Gazette of Romania, and no Hand. 711 of 30 September 2002 with the subsequent changes and additions: “Professional training of adults is organized through programs of initiation, retraining, training, specialization, defined as follows:

- a) initiation is acquiring one or more of the specific competencies of a qualification in occupational or professional training;

¹⁰ M. Moldovan-Sholtz, *Human Resources Management*, Economic Publishing House, Bucharest, 2005

- b) qualification, requalification, and represents the professional training that leads to gaining a professional competence which allow a person to perform the specific activities of one or more occupations;
- c) improvement and specialization, professional training that leads to the development or supplement the knowledge, skills or competences of a professional person who already owns a skill, and competence development within the tournament qualifying, acquiring new competencies in the same occupational area or in an occupational area, acquiring basic/key skills or technical skills, several specific occupations.”

Other organizations begin by establishing its training needs, continuing with design training activities in a rational way and finally made an assessment of the results. In fact training programs are a step in the same time a tool of considerable importance¹¹. The program is ultimately a product of the process of analysis of the activities for which it is for people to be prepared to get a real professionalism.

Professionalization is the process by which man is the most active component of the social and economic systems, and organizations generally make efforts to adapt to the specific requirements by permanent staff training *which is a training-learning process*¹². Based on this aspect we must admit that the two issues were often separated because of the market changes. This clear separation of different orientations determined the fundamental objectives of the training process with direct implications in the content and methods of preparation. Muchinsky¹³ is right when he says that in the professional training is a big gap between theory and practice. Thus, in theory it is considered that the factors that contribute to how a person learns should be the principles explaining how that person is trained. The main important goals that started all those who have approached this subject are: practice, knowledge of results, learning and

¹¹ V. Lefter, A. Manolescu, *Human Resources Management*, Teaching and Education Publishing Bucharest, 1995, p. 321.

¹² Gh. Iosif, *Human Resources Management*, Victor Publishing House, Bucharest, 2001, pp. 168-169.

* McGehee / Thayer: SIOP (Society for Industrial & Organizational Psychology) former presidents

¹³ Paul Muchinsky, PhD Professor, North Carolina University, USA, researcher in organizational psychology, is passionate about Human Resources and Psychology Applied to Work.

motivation to learn. The similarity between elementary learning and final learning has been identified as a tool for learning issues. Unfortunately, in most cases, in designing training programs, practitioners ignore these classical principles even managers' emphases on **performance appraisal** and training activities.

In order to emphasize the performance training in the economic field we must point on its main general issues because training will form and strengthen three categories of knowledge and skills: body language skills (manipulating the physical environment based on certain patterns of body movements), knowledge and cognitive skills (dealing with difficult situations, solving problems), interpersonal skills (the interaction with other people)¹⁴. All these could be considered as indirect skills having great influence in individuals activity and an important impact to each employers recommended and involved in a training activity.

All scholars agree that the most valuable resource of an organization is the human being, therefore people investments turn out to be the most effective and outstanding results in the long term and medium term. Although sometimes they involve different costs, companies and employees benefits are indisputable, especially through the creation of a well qualified work force that generates productivity, competitiveness and personal development, in a word *professionalism*. Increasing professionalism and competitiveness of human capital can be obtained by pooling knowledge and competences throughout life, through a continuous update of the stock of knowledge and competences, education and continuous training.

Educational reforms that passed Romania led to the decrease in the number of people who have gained since school and college theoretical and practical information in a well defined area. Increasing competitiveness of companies and organizations, both at national and international level, led to highlighting the need for them to invest in the growth potential of human resources through training and retraining through the exchange of experience with organizations of different countries, participation in practice and specialization courses in the country and abroad, etc.

In support of the development of human resources in Romania are a series of programs for the development of human resources in the field of national and international funds as PHARE and POS-DRU. In fact the most important is the sectorial and operational Program human resources development (POS-DRU) 2007-2013 which aims to general human capital

¹⁴ M. Dimitrescu, *op.cit*

development and increasing competitiveness, by linking education and lifelong learning with the labour market and providing increased opportunities for future participation in a modern labour market, a flexible and inclusive one for 1.650.000 individuals¹⁵. In the POS DRU are contained the following types of projects:

- education and training in support of economic growth and development of knowledge-based society;
- linking lifelong learning in the labour market;
- organic workers and enterprises adaptability;
- the modernization of Public employment service;
- promoting active employment measures;
- promotion of social inclusion;
- technical assistance for HR activities.

In contemporary corporations and organizations, when a training map is required, HR managers must focus on three general theoretical functions: planning, implementation, and evaluation¹⁶. In practice the main functions of human resources management are: human resource planning, stability and maintenance of human resources, communication and negotiation, coordination, control, popularization of achieving desired; performance; compensation and motivation of human resources, training and development of human resources, improvement of professional skills assessment, individual and group level¹⁷.

At the level of Central Administration a special attention should be given to the development of the career in public offices, as well as the ways of motivating public servants; the training of managers in charge of human resources activities, as well as public servants who participate in the contest or commissions for the determination must be a priority. In the same time it is necessary to establish the general framework for the specific requirements necessary for the exercise of public functions and to assess the implementation of legal provisions, on account of the system of recruitment and promotion, as well as improving the secondary legislation, based on special training sessions. That means a special responsibility to

¹⁵ The Sectorial Operational Programme – Human Resources Development 2007-2013 – www.fseromania.ro

¹⁶ The planning function refers to the development of human resource policies and regulations. Human resource managers attempt to determine future HRM activities and plan for the implementation of HRM procedures to help companies realize their goals.

¹⁷ Mihaela Dimitrescu, *Human resources management*, Course Support, Hyperion University, 2010.

modernization of human resources management and the main the objectives should be focused towards¹⁸:

- *capacity planning development*; human resources through the development of guidelines concerning the preparation of the frame of public functions; staff training and Agency managers in the human resources departments of the authorities and public institutions regarding the provisional management; preparation of the annual plan of public functions.
- *integrated informational system of job development* by: analyzing the current information system and establishing the technical specifications for the management of the database, so that it can produce complex analyses and reports to enable qualitative and quantitative evaluations of the function; the development of a transitional system of accounting functions and public servants; the establishment of the system for the collection of information for the database; the standard format of public functions and civil servants; preparation of technical specifications for an integrated information system for the management of human resources; creation and development of the new structure of the information technology, the integrated system for the management of human resources, considering the developments in the field of information technology and in the field of human resources management;
- *the promotion of standards of conduct of civil servants* through training within human resources departments on the application of the rules of conduct; coverage in annual report on public function and management of public servants, the number and the object information relating to cases of violation of the rules of professional conduct, causes and consequences of non-rules of conduct, highlighting cases where public servants were asked to act under pressure from the political factor, the proposed recommendations, as well as public institutions or authorities which have not complied with the recommendations.

3. Training process; its objectives and performance

Developing a modern and efficient public functions is based on the skills of human resources in their entirety and must follow the general line

¹⁸ B. Steijn, *Human resources management and job satisfaction in the Dutch public sector*, in Review of Public Personnel Administration, Vol. **24**, no. **4**, December 2004, Sage Publications

of the process of change in a system. So, you have identified the following specific objectives for the training of public servants¹⁹:

- development of a body of public servants managers based on professionals skills necessary to support the process of reform and integration into the European Union;
- having regard to the limits of available resources it is necessary a *strategic focus to the activities of training*.

Training process based on a specific strategy must be characterized by continuity, duration and dynamics. It also must perform on different levels of administration having as a consequence the progress of accepted regularly policies in all its forms:

- economic and technical progress;
- increase the level of intellectual labour;
- get performance-changes in the fields of professions.
- Respect the qualitative requirements of the labour market.

At the level of Central and local public administration bodies' activity the staff's training ensure two major objectives:

1. directly related aspects of the qualification and the students
2. the factor that acts on the ethical-cultural aspect.

Following these directions the professional training of staff in administration must be planned, organized, well based, because the human factor is a modelling problem discerning which need staff to work with various specialties. The share of professional formation is a result of two major factors: technical progress report on the concept and design of the human element through the training. More emphasis should be put on intellectual investment officers, a larger share in its business activity by receiving a creativity, originality, ability of decision making, as well as the capacity of the organization. The actual functions of public administration do not require work behaviour, rigid stereotype but one modifiable and adaptable to the new tasks and requirements²⁰. Working in Central Administration jobs require multiple skills, flexibility and involves the power of adapting to new situations, assuming new goals and to be able to offer the employer certain flexibility in the case of internal recruitment and selection demand. It is the preconceived idea as a person, if she/he was chosen, will be professionally and efficiently without any further training. In fact, selection in South Eastern Europe is considered a professional

¹⁹ <http://www.referenceforbusiness.com/encyclopedia/Gov-Inc/Human-Resource-Management-HRM.html>

²⁰ <http://www.referenceforbusiness.com/encyclopedia/Gov-Inc/Human-Resource-Management-HRM.html>

stage or the complex action of subprograms integration in work and organization²¹.

In Romania the offer of continuing/professional training does not support the particular/individual needs and requirements of companies. Most of the providers of continuing professional training do not have modular training programs mostly because legislative omissions and the result is that the completion of one or more modules of the training program doesn't offer a profession and not give the participant the right to practice an occupation in the labour market or in the Central Administration as a professional.

It is known that professionalism goes to performance and an organization gets performance with a performing staff. The most up-to-date training programs are those referring to personal/individual development/training programs.

4. Personal development plan

Personal development plan (PDP) is a tool that which can be useful to improve performance system and to eliminate the differences between the station and the current performance requirements for the employees. A clear vision is crucial to organizational goals and performance standards. An important task of the HR Manager is to keep good employees in the organization and development of mid-level employees in order to become performing ones. Personal development (PDP) plans can keep employees focusing on the objectives of the organization, stimulates to act in accordance with the standards of performance and rewards them for results. A PDP focuses the employee performance evaluation and discussion of performance obtained with these (ratings). The discussion must cover at least the following issues: requirements, customer satisfaction (internal and external), flexibility, responsibility, cooperation, communication skills etc. as we mentioned above. An essential role in the discussion is getting some possible improvement, for example an individual training plan and training. A PDP is established as a mutual agreement between manager and employee and is limited in time of a daily agenda of those activities that lead to increase employee training level.

²¹ Professional selection is an alternative in order to feed distribution with a training programme developed according to the requirements of the operation of the system.

In order to develop an efficient PDP we must present the best methods and techniques of instruction/training accompanied by brief explanations²²:

METHOD	SHORT DESCRIPTION
Problem-centred learning.	A dynamic process which allows people learning by addressing issues related to work within a group (learning through practice, focused on the real issues).
Open and distance Learning.	Offers flexible opportunities for people to learn when, where, and according to individual needs (CD-ROM, Internet, radio, TV etc.).
Learning through project.	A project involve themselves learning at work and evaluating permanently results with a mentor)
Duplication.	Allows an employee to be transferred temporarily to another department to learn new things that will be useful both to the employee and the organization.
Training through duplication.	A person with more experience helping an employee with no experience that needs to acquire knowledge or experience.
Good practice video cassettes.	Using the examples of experiences of a group of people, as the program and exercises.
The formal presentation.	It speaks of an individual experience written on sheets of paper in front of the Power Point presentation etc).
Seminar.	It is organized a meeting which is structured on discussions issued or specific events.

²² By Jack Duncan: While some companies paid attention to the "human" side of employment, however, others did not. Therefore, other factors such as hazardous working conditions and pressure from labour unions also increased the importance of effective management of human resources. Along with the manufacturing efficiencies brought about by industrialization came several shortcomings related to working conditions. These problems included: hazardous tasks, long hours, and unhealthy work environments. The direct cause of employers seeking better HRM programs was not poor working conditions, but rather the protests and pressures generated by workers and organized labour unions. Indeed, labour unions, which had existed as early as 1790 in the United States, became much more powerful during the late 1800s and early 1900s.

Guidance.	A person with experience, a friend or counsellor can give you tips.
The game role.	A situation simulating a real actions (event)
Coverage.	Assisting an individual for performance of the tasks and the accumulation of knowledge
Brainstorming. ²³	It is a method to generate, analyze and characterize the ideas of a group.

Training and development activities include the determination, design, execution, and analysis of educational programs. Orientation programs, for example, are usually necessary to the company to become familiar with new hires. The HRM training and education role may encompass a wide variety of tasks, depending on the type and extent of different programs. In any case, the HRM professional ideally is aware of the fundamentals of learning and motivation, and must carefully design effective training and development programs that benefit the overall organization as well as the individual.²⁴ All these skills follow the institutional policies regarding efficiency, efficacy sustaining the economic growth.

Why it is necessary to draft PDPs? Because elected officials, their new majority in the functions of four in four years, have different professions and often come from other fields, other than public administration. Civil servants with seniority at work often show crashes in relation to the legislative upgrade and institutional framework.²⁵ In this situation the system of motivation of the personnel potential is not quite appealing and convincing. Increasing the quality of services offered by central administration requires both training programs for elected officials, focused on the development of knowledge and managerial skills in the field of public administration, as well as civil a training program focused mainly on the development of knowledge and skills, improving attitude, on

²³ <http://www.referenceforbusiness.com/encyclopedia/Gov-Inc/Human-Resource-Management-HRM.html>

²⁴ By Muchinsky: *Training initiatives may include apprenticeship, internship, job rotation, mentoring, and new skills programs.*

²⁵ A. Țiclea, *Labour Law Treatise*, The Legal Universe Publishing House, Bucharest, 2007, p. 253, *Collective work Contract at the national level for the years 2009-2013 States that the term training indicates any procedure whereby an employee generates a qualification certified by a certificate or diploma issued in accordance with the law, and the term continuing professional training indicates activity that provide professional skills development, or the acquisition of new skills.*

new concepts, regulations, requirements, technologies etc. because training is the activity carried out by a person before his employment in the work, in order to acquire knowledge of general and *specialized knowledge necessary for the exercise of professions or trades and PDP represents professional development.*

5. Conclusions

In the European Union is to grant a special attention for Central administration staff status. The Treaty establishing the European Community (TEC), contains, in Title X, Chapter 3 entitled that training aims at adapting facilities with the mutations, in particular by specialized/professional training; Recommendation 93/404/EEC concerning continuing professional training, says that every employers should have access to continuous training, without discrimination, in its active lifetime. At the level of central administration bodies activity personnel training ensure two major objectives:

1. directly related aspects of the qualification
2. the factors that act on the organizational development/economic growth ethical.

The professional training of staff in administration must be planned, organized, well based, because the human factor is a modelling problem discerning which need to work a staff with various specialties, mostly based on PDPs for the high level staff.

The share of professional formation is a result of two major factors: technical progress and psychological conception of human modelling through training. More emphasis should be put on intellectual investment officers, a larger share in its business activity by receiving a creativity, originality, ability of decision making, as well as the capacity of the organization. The actual conditions of public administration does not require a stereotype and rigid work behaviour but flexible, modifiable and adaptable to the new tasks and requirements. The one that was selected and working in such jobs require multiple skills, flexibility and involve the power of adapting to new situations, assuming new habits and skills, assuming the economic changes, market requirements and performance demands at decisional level.

In the national proposed budget for 2013 payments amounted to about 138 billion Euros, with approximately 6.8% more than in 2012. This additional answer to the requests of the Member States with regard to the

realization of investments geared towards economic growth includes professional training for central administration too, using specific financial instruments as PO-DCA and POS-DRU. The overall objectives are to support and promote sustainable development, both economically and socially, in the regions of Romania, by improving infrastructure and conditions of the business environment, that support economic growth. This means that training programs must follow to reduce disparities in social and economic development of the regions more developed and the less developed. The overall objective is to support and promote sustainable development, both economically and socially, in the regions of Romania, by improving infrastructure and conditions of the business environment, that support economic growth. This means that training programs must follow to reduce disparities in social and economic development of the regions more developed and the less developed starting from the levels of decision makers²⁶.

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