

# STRATEGIES OF HUMAN RESOURCE PLANNING ON COMPARTMENTS IN INTEGRATED AGRICULTURAL UNITS

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## Abstract

Strategic planning of human resources estimates the expected future demand of employees both qualitatively and quantitatively compares the application referred to human resources and the surplus or deficit of existing staff on organizational objectives. Human resources should be regarded as a factor in the evolution of an agricultural holding, under present conditions, where technological and managerial changes are imposed by the market with great rapidity. In these conditions, a good manager must manage material and human resources very precisely, form a working framework attractive to develop productive and creative capacities of his employees.

In the company Comcereal S.A. Vaslui, the overall strategic planning is done early and its main objective is the development of production systems, continuous improvement of management systems and not least, specializing the personnel through continuous training in the workplace. Strategic planning of human resources is paramount, contributing to business strategy by identifying opportunities to better use existing human resources and showing how the lack of human resources application may adversely affect the proposed business plan, if no action is taken .

**Key words:** strategies, human resource management, integrated farming units

## MATERIAL AND METHOD

To present the results obtained by SC Comcereal SA Vaslui, there were used statistics in the unit records and official documents, and for processing and interpretation there were used diagnostic method analysis, investigation and correlation.

## RESULTS AND DISCUSSIONS

Comcereal is a joint stock company a part of the Racova Com Agro Pan Vaslui firms.

Racova Com Agro Pan Vaslui is a group of agricultural companies in Romania, which operates about 40,000 hectares of farmland in Vaslui County and surrounding areas with its silos with a storage capacity of about 300,000 tons.

S.C. Comcereal S.A. Vaslui is one of the most representative Romanian companies for agriculture, having a leading position among the companies in the industry. The investment in upgrading storage facilities and purchase of agricultural machinery performance over 10 million in recent years, the company is a leader in agriculture and permanent concern of society is the increase of cultivated areas and apply appropriate technologies for the recovery agrotechnical land and obtain high yields.

S.C. Comcereal S.A. Vaslui operates under Law 15/1990 and Law 31/1990 on organization and management companies, with multiple tasks to achieve market products such as: developing design studies and programs on the future development of the company and its products , studying the market and society issues related to: raw materials, equipment, labor, financial and informational resources, research and utilization of all existing reserves, application of modern management, system objectives established periodically and approve the work program on how to achieve it, draw up specific programs to enhance the capitalization of resources, rational use of production capacity, size of labor productivity, reduce costs of production and circulation, ensures the production according to market demand Collaborates programs, provide staff worker with protective equipment specific work and jobs with high risk

The labor force consists of employees with permanent personal contract and seasonal employees with fixed-term employment contract.

Given the nature of agriculture, the employees work in the plant, during spring - summer - autumn, day light and on Saturdays, Sundays, according to weater needs and time.

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The livestock program is also adapted to the specific, the employees work in the morning from 5-9 and afternoon, from 14.30 to 19.00 and on Saturday and Sunday in shifts.

The strategies in the field of human resources start both from the overall strategic objectives defined at farm level and from the content of human resource management, but does not eliminate the major problems arising in previous years and which were only temporary solutions.

This increase in staff may be placed on account of three existing positive aspects to the SC Comcereal S.A. Vaslui i.e.: go on developing the productive sector and not in terms of areas where there is a constant in recent years, but follows the line quality of products obtained in the SC Comcereal S.A. Vaslui investments in the

productive sector through the purchase of equipment performance is reflected in the structure because staff must be qualified to work with these machines, the administrative staff are to better management of material and financial resources that the society has.

The staff has been increasing in the last three years and not only at the administrative level but also in the productive sector. If in 2009 the total was 532 people, in the year 2010 it reached 543, and in the next year the number of staff reached 552 people, the growth is higher although the number of administrative staff directly involved in production increased more (fig. 1)

Overall and by staff, the human resources of SC Comcereal S.A. Vaslui can be structured as shown in table 1.

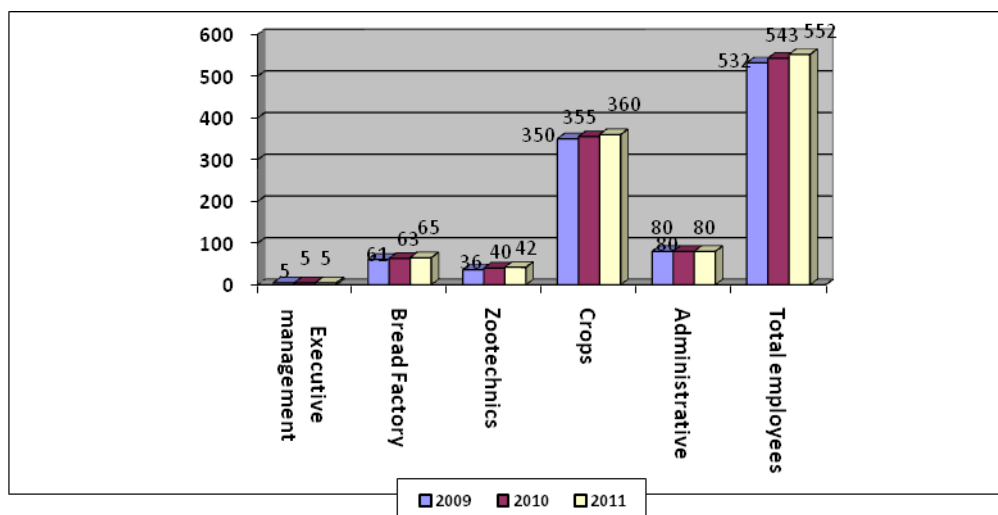


Figure 1 Evolution of employment in the years 2009 to 2011 in SC Comcereal S.A. Vaslui

Table 1

Evolution of personnel staff at SC Comcereal S.A. Vaslui			
Qualification level	2009	2010	2011
Management and administrative staff	85	85	85
Management staff	5	5	5
Economists	58	58	58
Administrative staff	22	22	22
Technical staff	37	41	41
Engineers	10	11	11
Sub-engineers	10	12	12
Technicians	17	18	18
Workers	410	417	426
Directly productive	322	327	333
Indirectly productive	63	65	68
General service	25	25	25
TOTAL STAFF	532	543	552

In the company Comcereal S.A. Vaslui the overall strategic planning is done early and its

main objective is the development of production systems, continuous improvement of management

systems and not least, specialized personnel through continuous training in the workplace.

This process is quite difficult because production activity in this area is closely linked to environmental conditions, so planning can be made only at estimates but consider the potential risks that such activity is subject productive.

The planning for the society is preceded by an intermediate step is to find the best ideas for improving the system through a form that each employee brings to the three proposals which it belongs. The operation is done in an organized manner, that the responsibility lies not only for managers but it gradually delegates the following hierarchical levels, thus, enabling the process to improve the overall system, involving all employees.

The data collected by line managers are centralized (at the plant culture, the bread factory and the farm livestock), are analyzed and retained only those ideas that can be implemented and can improve the system as a whole.

The personal strategies are defined as the intentions HRD Manager at SC Comcereal S.A. regarding the development, directions and needs or

requirements to be met in this area, to facilitate organizational goals.

The directions of development strategies pursued by the management staff of the SC Comcereal S.A. Vaslui, are: ensuring and selection, training and employee development, performance evaluation, reward employees, relations with employees

The human resource planning includes the following actions necessary within the organization: *staff qualification analysis, the average age of staff organization analysis, analysis of staff turnover.*

In the Comcereal S.A., the staff of the company is one of 552 persons, of which over 85% have a qualification in a particular area whether we refer to those directly productive, or adjacent to those involved in the production process.

The workforce skills analysis focuses on two aspects, the basic characterization qualification situation at a time, progress, and how skilled labor is used. These matters may structure the types of training staff and improving skilled labor.

For synthetic characterization of the level of the personnel will analyze the data in table 2

Table 2

**Coverage of personnel of the S.C. Comcereal S.A. between 2009-2011**

Coverage of personnel	Number of workers			Dynamics %	
	2009	2010	2011	2011/2009	2011/2009
unskilled workers	77	77	80	103,8	103,8
graduates of training courses	22	22	25	113,6	113,6
graduates of vocational schools	250	258	259	103,6	100,3
graduates of specialized secondary schools	148	150	150	101,3	101,3
graduates of higher education	35	36	38	108,5	105,5
Total	532	543	552		

The evolution of the number of people in society Comcereal SA can be found in 2011 on each floor of training, more pronounced for those with specialized studies in a particular field. This can be explained by a permanent staff adapt to new agricultural market trends or the bakery, where evolution is an extremely fast.

In terms of age, S.C. staff Comcereal S.A. fits the best age for that sector. It intersects each department of activity as people with professional experience and some with little experience but with plenty of initiative, creative spirit and keen to progress professionally.

For a more precise analysis it should be examined the labor movement, i.e. movement of personnel over a period (inputs and outputs)

determined by socio-economic reasons such as retirement, death, transfer, activity restriction (table 3).

The number of persons left in S.C. Comcereal S.A. Vaslui although it is growing in the year 2011, total negative impact on the dynamics of movement, which in the same year 2011 decreased from the previous year, this being possible due to increased inflows of 10.9%.

Strategic planning in S.C. Comcereal S.A. takes place in several stages: *identifying mission of SC Comcereal S.A. Vaslui, examining the external environment, internal analysis, forecasting organization development, implementation and review of development plans.*

Table 3

**Stability of staff at S.C. Comcereal S.A. Vaslui between 2009 – 2011**

Nr. crt.	Indicators	2009	2010	2011	Dynamics %	
					2011/2009	2011/2010
1.	Total employees	532	543	552	103,7	101,6
2.	Average number of entries	42	55	61	145,2	110,9
3.	Average number of departures	44	44	52	118,1	118,1
4.	Entry coefficient	0,078	0,081	0,110	141,0	135,8
5.	Departure coefficient	0,082	0,081	0,091	110,9	112,3
6.	Total movement coefficient	0,161	0,182	0,204	126,7	112,0

The structure of staff S.C. Comcereal S.A. we see a continuous specialization of those active in society, with the year 2011 a total of 25 personnel in order to conduct business in a most professional responsibilities and the business decisions that executed. Besides these there are in the organization an internal training through training programs, where employees are trained in a sector so that it can replace at any time a fellow professional on the same line.

### CONCLUSIONS

Large farms and structure are more flexible and integrated human resource management as a strategic activity, and this is reflected in a reduced conflictualitate good economic and financial results. It requires robust policies promoting staff motivation in farms.

The concept of strategic planning in SC Comcereal S.A. is defined as the forecast of business organization that allows it to determine, quantify and continuously maintain a permanent connection between resources and objectives on the one hand and market opportunities on the other.

Research conducted at S.C. Comcereal S.A. Vaslui has shown that this very important aspect of management. Management is needed at farm level to consider human resource as a strategic asset and to integrate human resource management in the strategic management of the company.

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