

# PROFESSIONAL TRAINING OF HUMAN RESOURCES

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**Abstract:** Each organization has a human capital which resides in the knowledge and experience of its own employees, in their professional competence. For the purpose of using this capital as efficiently as possible in the process of carrying out working tasks, it must be given attention and support to ensuring, developing and maintaining human resources in order to fulfil firms' exigencies concerning the qualification of work force through actions like: developing offers of early education; multiplying offers of secondary education, developing post-degree offers (master degree and doctor's degree); adjustment of educational offers to new demands and exigencies of working market and local community, promoting partnership in education; using new technologies and modern methods of teaching in employees' professional training and developing digital competences; developing offers of employees' continuous forming.

In present times, when working environment is the subject of certain modifications that have seriously affected the balance between offer and demand, in the context of structural unemployment and discrepancy between offer quality and real needs of enterprises, professional training became a basic activity of human resources function. The quality of knowledge and professional experience knew a rhythm of growth by far under the level of necessities, emphasizing the role of training inside organizational environment. All economic agents who have the will to play an important role on the market consider that forming and perfecting professional training is a hope to improve the competences of their own employees, which will be able to adapt themselves easier to the technological evolutions, but also to enterprise's competences which will ensure a better protection in the concurrential battle.

Each organization has a human capital which resides in the knowledge and experience of its own employees, in their professional competence. For the purpose of using this capital as efficiently as possible in the process of carrying out the tasks assumed, it must be not only preserved, but also continuously developed, development that, from the organization's point of view, is focalized first on its qualitative side. That is why professional training, qualitative forming and perfecting employees training have become a sine-qua-non condition not only for wage earners, but also for organizations as well. This condition satisfies, in the same time, both personnel's and enterprise's demands and corresponds to the two objectives followed by the two parts: professional satisfaction and economic performance.

More often professional training is described as a systematic process of accumulating knowledge, abilities and aptitudes necessary for a more efficacious executing of the tasks asked by a certain present or future post. Having in view the aim of understanding better the term "training" and determining its place and role for the individual development, we have to analyze it in correlation with other two concepts: education and development. In contrast with professional training, which is the opportunity offered to an individual to learn, development represents the long term

result of the learning actions. For this reason, terms as “training development” or “management of training” were replaced with “department of developing human resources” or “management of development”. The new terminology reflects the change of option from process (training) towards result (development).

Another concept with implications on training field is learning that represents a permanent relative change of cognition (understanding and thinking) which results from experience and influences behaviour.

At its turn, education differs from training and development through the ensemble of knowledge, abilities and aptitudes which, in its case, are of a more general nature. It can be realized through the agency of learning actions outside the company, but also inside it (for example, a course of foreign language paid by the company).

With the object of integrating better these concepts, it is useful to discuss about training, development and education from the point of view of their contribution to the professional life of an individual. Therefore professional training helps an employee to be more efficient on a post; development represents a premise of his promotion; education supports an individual to succeed in his career, no matter the field of activity.

Not few are the opinions in accordance with which employees’ professional training represents the most efficient investment if we analyze the enterprises that are successful in no matter their field of activity would be and it seems that there is no substitute for it. The cost of forming is high enough but much higher would be the losses recorded in the conditions in which the actions of professional training would not be sustained inside enterprise or would be oriented in the wrong direction. Because of these reasons, the majority of enterprises encourage a well predicted forming, capable of avoiding possible future errors.

Although Romania has generally demonstrated its will to realize as soon as possible the transition from the model of centralized economy to market economy, its effort being recompensed by the successful result of the adhesion to the European Union (in January 2007), there still is, as well as in all East European countries, a slow integration on West markets. Despite the 18 years passed since the Romanian revolution, many leaders and even specialists from our society are still paying tribute to mentalities and working procedures formed in command economy, fact that, in the new conditions of market economy, leads undoubtedly to non-performance. Changing mentalities is a very difficult task but is the only way to improving productivity, revitalizing the sectors of national economy, national production and export.

The rhythm of social change that we are witness of, as an effect of globalization, demographic changes, new forms of work and family life, as well as the exigencies of the transition towards a society of knowledge increase the importance of professional forming in the realization of economic efficiency and social inclusion.

New provocations of the informational society, rapid transformation of technical and technological environment, disappearance of some professions and coming into being of some new ones make that experience and knowledge previously accumulated be obsolete and not in accordance with the exigencies of the new economy. The compatibility of human potential with high level of the new achievements of science and technology demands continuous efforts made by the employees in order to know new instruments of work, to learn new working methods and new manners of behaviour, to execute new tasks and appropriate new values. Continuous enlargement of the horizon of knowledge requires the renovation and improving, with an ever more accentuated frequency, of professional knowledge, fact that makes continuous

professional forming become a constant of individual and social life.

The development of human resources has the objective of diversifying the offers of initial and continuous professional forming of employees, as well as the career opportunities for different categories of personnel.

The development and modernization of offers of initial and continuous forming have, as objectives, multiplying the educational offers, increasing the quality and importance of education on working force market. Taking into consideration the fact that services of professional orientation and consulting human resources are insufficiently developed and specific instruments of tracing professional and career directions are not operational or are completely missing, actions in this field must be correlated with specific measures of increasing the opportunities of career development for different categories of personnel. Principal actions that must be had in view are: developing offers of early education; multiplying offers of secondary education, developing post-degree offers (master degree and doctor's degree); adjustment of educational offers to new demands and exigencies of working market and local community, promoting partnership in education; using new technologies and modern methods of teaching in employees' professional training and developing digital competences; developing offers of employees' continuous forming (Radu R., 2006, p. 187).

For the purpose of increasing adaptability of working force and enterprises it must be given attention and support to ensuring, developing and maintaining human resources in order to fulfil firms' exigencies concerning the qualification of work force, essential demands for assuring competitiveness in the process of changing economic and technological conditions asked by the development of the society based on knowledge. The adjustment of professional competences of their own employees to enterprises' development needs will sustain the increase of work productivity and quality. Correlated with the improvement of working conditions, these ones will lead to ensuring safety and security at work, especially in the sectors and fields of activity with high risks, and determine the substantial decrease of the rate of work accidents and professional diseases, as well as the promotion of a process of active ageing (prolonging active life and reducing the phenomenon of anticipated retirement).

Having in view the aim of continuous improvement of knowledge and managerial competences at all levels, it become necessary the promotion of entrepreneurial forming. The implementation of programs of entrepreneurial forming will aim at ensuring entrepreneurial creativity, improving managers and entrepreneurs' capacity of leading their own businesses and adapting themselves to the exigencies required by concurrence and technological changes.

Being aware of the ever more accentuated discrepancy between the extremely rapid rhythm of scientific and technological progress and the personnel's professional competence, countries with developed economy gave and still give special attention to permanent education of the personnel, by developing and implementing "national systems" of professional training and perfecting. This kind of systems exists in numerous countries: France, Germany, Italy, Japan, Brazil, Venezuela, Egypt etc. The structure of forming activities varies inside very large limits, in countries like Hungary reaching the number of more than 40 institutions specialized in personnel's perfecting (Nicolescu, 1997, p. 55).

The number of employers which benefit from training is very high. According to a study, in some countries, such as Austria, Denmark, Great Britain, Norway, the proportion of the ones involved in a yearly form of training encompasses a third of the

total of employees, in France and Sweden is over a quarter, in Holland encompasses a fifth (Nicolescu, 1997, p. 56).

Hardened in the difficult provocations and obstacles of the transition toward a veritable market economy, Romanian firms invest in professional training only 0,5% of human resources costs, on an average. In our country, only one of nine employees is involved in a form of continuous training. A study carried out in 2002 in 10 enterprises from Mehedinți, Dolj, Olt and Argeș county shows that only 2,6% of their personnel benefited from programs of professional training during a period of five years (Roșca C., 2002, p. 79).

From the comparison of these dates results that, while in European developed countries staff members attend a form of professional training every five years (or even 2,5 years), many organizations from Romania form their personnel almost once in over 30 years. This is the reality despite the fact that Romanian labour legislation stipulates employers' obligation of ensuring participation in professional training programs for all employees at least once in two years (if they have minimum 21 employees) or at least once in three years (if they have 21 employees at the most). Moreover, the employer juridical person which have more than 20 employees has to elaborate and apply once a year plans of professional forming, after the consultation of union trade or employers' representatives (Radu R., 2005, p. 141).

It is true that the motive that stands at the basis of this "reticence" of employers towards employees' continuous forming and perfecting stands in its cost. Professional training is an extremely complex process, which requires investments and significant expenses that can be retrieved in a long period of time. In accordance with the stipulation of Labour Code, expenses involved by the participation at professional training programs are paid by the employer. Moreover, if participation in courses or programs of professional forming implies integral drawing out of activity, the individual labour contract of the respective employee is suspended but he receives an allocation paid by the employer, the quantum of this allocation being stipulated in the collective or individual contract of labour, as the case may be (Radu R., 2006, p. 198). It is no doubt that this is one of the reasons why professional training and education are still put into the shade in our country.

Many organizations forbear themselves from allocating funds for training their own personnel, without taking into consideration that this process represents a possibility to avoid errors and losses in the working process or to limit their effects, by preventing difficulties and consequences of some deficit actions of the untrained or insufficiently trained personnel. Precisely for avoiding the appearance of some improper utilizations of equipments and instruments the posts are equipped with, competitive organizations resort to professional training of the personnel by taking upon themselves the costs entailed by this process. In this way, personnel's training is view as the most profitable investment in the majority of cases or as an indispensable action in other circumstances in which organization is in a situation of economic expansion or straightening.

Sometimes people consider that training is only for the new employees. This is a grievous mistake because permanent training for current employees helps them to adapt themselves to the requirements depending on rapid change of job tasks. Emphasizing the importance of personnel training is based on motives such as the following:

- creation of a reserve of personnel available when there is a need of locum tenens for the personnel members which leaves the enterprise or are climbing the hierarchical scale;

- increase of company's abilities to adopt and use new technological instruments through sufficient information of the personnel concerning this aspect;
- construction of a more efficient and highly motivated team meant for increasing the competitive position of the company and raise employees' spirits;
- ensuring of human resources proper for the extension towards new programs.

Researches showed which are the specific benefits that a small firm could obtain through the agency of forming and perfecting its personnel:

- increase of productivity;
- decrease of employees' replacement rate;
- increase of efficiency which leads to multiplying financial benefits;
- decrease of supervising need.

Another advantage is the fact that employees often gain a higher feeling of personal respect, dignity and well fare, as a result of the circumstance that they are feeling themselves more useful for the firm and society. Generally speaking, they will be given a larger amount of the material benefits obtained as a consequence of productivity increase. These factors offer them a feeling of satisfaction thanks to the accomplishment of company's and personal objectives.

Romania's adhesion and the exigencies of its integration in the European Union will force the employers, confronted themselves with the hard rules of common market, to give a greater attention and importance to the professional training. Employees' quality and their perfecting through the agency of training and education are the most important factors in establishing a long-term profitability for small firms. If good specialists are employed and maintained in function, then the best policy will be the investment in perfecting their abilities, in order to increase their productivity.

By integrating itself in the European Union, Romania will have to compete with all member states on a common work market where concurrence is difficult. That is why it is expected that free movement of persons will require an increase of the demand of professional training coming from physical persons, simultaneously with the justified claim that the contractors of training services should offer them certificates and attestations recognised on European level. The expected economic growth, as well as globalization, will lead to changing employers' mentalities concerning continuous training of their employees.

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