

HUMAN RESOURCES – A KEY ELEMENT FOR THE ACCOMPLISHMENT OF THE PUBLIC RADIO MISSION

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Abstract: : The mission of the public radio, as well as the television's is to achieve - objective, quickly, fair - public information and training, through news, educational, entertainment shows. This special type of activity makes that the highest importance in the institution to be hold by the scale, quality and distribution of human resources.

Over eight decades of Romanian public radio history makes this institution to have a rich tradition, valuable experiences but also habits belonging to outdated age and concepts.

In this context, it is important to see how it can be achieved a good balance in managing human resources, how can be reached the optimal ratio between efficacy and efficiency.

This article analyzes the structure and characteristics of human resources in Romanian Radio Broadcasting Corporation, its institutional values but also the elements which have determined and still determines a slow adaptation to the requirements of modern broadcasting.

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1. INTRODUCTION

In any institution, enterprise, company, a good part of the business success is due to the qualification and training that their employees have, their continuing improvement and last but not least their motivation. But in a radio station high qualification is an absolutely necessary matter, and professional training is vital for the existence of station. In a more or less scientific way, the concern to achieve the best results from the staff always existed, but in the recent years, it was proved that the greatest successes have been achieved by the companies that have used the opportunities offered by the new technology, and at the same time, have modernized and flexed the human resources management system. This system requires the stimulation of the creativity, efficient communication channels, delegation of the authority, accountability for the taken decisions, recognition of the merit, motivating and rewarding of the employees[1].

This kind of new approaches to managing the human resources can be implemented by managers who want to keep up with the changes that have taken and take place in philosophy of the labor relations and agree to adopt a new style of management, which goal is not the control, but the partnership. In this way, the old practice based on responsibility and authority need to be replaced by practices that put an increasing emphasis on the development more of the individuals as authentic members of the team. Managers need to be up to date with the human resources issues,

to know how to obtain and hold information, how to use them and how to find the best solutions in solving problems of all kinds.

Therefore, human resource management includes all the management decisions and all the practices that influence or directly affect people, or the human resources that operate within an organization[2].

The general objective of the of human resource management is to achieve performances through appropriate methods and the involvement of the manager is major. He must be involved in every action to catalyze his subordinates energies ,to discuss with them ,to analyze the achievement of the goals and to reward the good results. The employees of an enterprises are resources that need to be trained and developed, for which is needed to invest, being considered to be the first strategic resources of the organization[5].

In the public media institutions, human resource management requires a special approach. In a given interview Alexander Lazescu, President and CEO of the Romanian Television, on 10/13/2011 at Graffiti BBDO The next 20 years, event spoke about the factors that will influence the future media business model, saying that in analyzing the media industry in the context of digitalization, should be considered several factors, including the saturation of the information and deep erosion of the trust in media According to Lazescu, traditional media had a certain authority in the society, which is not entirely valid now.

2. THE ANALYSIS OF THE HUMAN RESOURCES EVOLUTION IN THE ROMANIAN PUBLIC RADIO

Regarding to the human resources management in the public radio should be emphasized the idea that between the station and the employees interests must be a concordance as high as possible, and the ways of motivating and professional training may be a very important element in aligning these interests. From a comparative analysis on several coordinates of human resources situation on the whole Romanian public radio, a series of conclusions can be drawn. In December 2010, the Romanian Broadcasting Company included 2393 employees, 260 less compared to the end of 2005, when in the the corporation were listed in 2653 people.

This decrease was the result of the "natural way of reducing" the number of employees policy, by hiring new people only on some of the positions remained vacant through retirements, departures to other companies , deaths etc. It should be noted that in Radio Romania , no restructuring or systematic reorganization processes in human resources have taken place since 1989. Also, there can be noted reduction of the number of positions and occupations. If in 2005 the personnel worked on 213 positions, from manager to carpenter, after five years on payroll there are only 194 members[4].

The field which occupies the largest share is the journalism , exceeding 800 people in 2010, followed by the technical staff, especially positions as director and technician, which means about 400 employees[4]. It looks natural, being taken into account the institution activity profile and specific, but the ratio of the employees in these occupations and those working on various other positions can also be discussed.

Table no.1 The Employment by age groups (2005 – 2010)

employees	< 30	30-34	35-39	40-44	45-49	50-54	55-59	60-64	>64
Total employees 2005	245	347	578	357	378	351	288	84	5
percent in 2005	9,23	13,83	21,79	13,46	14,25	13,23	10,86	3,17	0,19
Total employees 2010	102	263	378	568	341	369	267	101	4
percent in 2010	4,26	10,99	15,80	23,74	14,25	15,42	11,16	4,22	0,17

Source: Romanian Radio Broadcasting Corporation, Human Resources, Activity Report to the Romanian Parliament, 2005 and 2010.

An aspect noticed and which should retain the attention of the decision factors in the Romanian Radio Broadcasting Corporation is the increasing age - not to say aging - of the human resources. From the table above results that the percentage of those under 30 years old decreased between 2005 - 2010, from 9,23 to 4,26, those between 30-34 years old from 13,83 to 10,99, and of those between 35-39 years old from 21,79 to 15,80[4]. Of course, the consequence is the increase of other age groups share: 40 to 44 years old the increase is from 13,46 to 23,74 (over 10 percent), one stationary at 14,25 percent for the age group 45-49 the years old, increase from 13,23 to 15,42 in group 50-54 years old and also increases of 1-2 percent in the next two age groups of 5 years each[4].

The process has two causes: on the one hand, the massive employment immediately following 1989, of young people aged between 20 and 30 years old, now at 40 - 50 years old, and on the other the lately slowdown of the employment and not always the replacement of the leaving people with young ones.

Fortunately, the above situation is not reflected in the average age of employees in the editorial, directors and technicians sectors, meaning those who must have a special dynamics in their activity.

Thus, if on the position of producer there are 190 people, with average age of 48, their are joined by 365 editors with the average age of 41, 127 section editors in 45 years old average age and 34 reporters with an average age of 35 old years. The average age of the 240 directors is 42 years and the average age of the 135 technicians is 48. If by the time things seem to not cause concerns for the future of the medium (about 10 years) can lead to some malfunction caused by aging, and at these departments, human resources.

Table no. 2 Evolution of the number and average age at the editorial and technical staff (2005 – 2010)

professional category	No. of employees in 2005.	The average age	No. of employees in 2010	The average age
Producer	206	49	190	48
editors	389	38	365	41
column editors	140	43	127	45
reporters	11	33	34	35
directors	275	38	240	42
technicians	144	42	135	48
Total SRR	2653	42	2393	44

Source: SRR, Human Resources Department ,miscellaneous files.

3. THE ANALYSIS OF THE HUMAN RESOURCES EVOLUTION IN THE ROUMANIAN PUBLIC RADIO WITHIN THE EUROPEAN CONTEXT

The most difficult problem that an organization has to overcome in a transition phase is changing its own. This change involves a process of structural adjustment taking into account the socio-economic, cultural, political, educational, legal, traditional environment which is in a permanent change. The change of the organizations structure should take into account the change of management methods and procedures and then technical and technological means, but these changes can be provided only by a good management of the human resources [3].

In the pages that follow we approach the problem of the efficient capitalization of human resources, mainly through the connection to the fulfillment of journalistic approach, in terms of how the radio journalist relies on technical elements and the repercussions over the more and more demanding listener in terms of listening comfort.

With the arrival of the commercial radio, radio journalist had to "extend" the work in the technical area for audio processing, assembly shows or actual broadcast .Progressively, former state radios of Central European countries (Slovenia, Croatia, Czech Republic, Slovakia and partly, Hungary) switched to modern ways of working. In others, unfortunately, including Romania, public radio has partially (and not systematically, as a political institution) switched to exploit the potential of polyvalent journalist, but more as a desire and initiative of journalists, especially at the regional radio stations.

If in the radio stations of the first category countries quoted above has been reached a ratio of 4/1 between the journalism and technical departments personal if the latter quoted (Romania, Bulgaria, Serbia, Ukraine), the ratio is still 2/1.

It is a simple observation and it is made not to praise or blame to someone, but because many might not be too concerned about what happens around them, may not have found that we live in another world and that, sooner or later we will be like this one. And, unfortunately, an inevitable shock will affect hundreds and hundreds of people of the institutions which, on an informed basis, would have solved in time its problems.

Table no. 3 The number of permanent and non-permanent staff (collaborators) from the European radio stations comparable with Romanian radio stations

country	international stations	national stations	Regional and local stations)	permanent staff	Non-permanent staff (collaborators)
Austria	1	4	10	515	38
Bulgaria	1	8	6	1520	N
Czech Republic	1	4	12	1420	212
Finland	N	7	12	1198	190
Portugal	1	3	5	703	26
Romania	1	4	9	2643	2500
Slovenia	1	3	5	509	N
Spain	1	4	7	1950	169
Turkey	1	4	11	1152	N
Hungary	1	4	10	1353	897

Source: Report of European Broadcasting Union for 2005, november 2006.

On such things, managers with certain responsibilities in the Romanian public radio have a duty to meditate, because there are still many things to be done.

4. CONCLUSIONS

Nowadays more and more organizations begin to understand and try to get the benefits given by the existence of a coherent policy of human resources. A modern and professional management focuses on employees in order to produce a successful business. In terms of human resources, the public radio has advantage (which consist of long experience of many people who can get the role of trainers) but also disadvantages (overloaded staff grids in places where are not justified, sometimes too developed conservatism that doesn't allow the rapid adjustment to new). Taking into account the present evolution of human resources , technical and technological evolution, correlated with the appearance of new radio stations on the broadcasting market, it can be said that the slow reform applied to the public radio is not the most benefic.

Therefore It is necessary to look for solutions to make the business more efficient and to reorganize it. These problems exist in the preoccupations of the current Romanian Radio Council of Administration which, by a resolution adopted in September 2011 has set as a goal the restoring of the institution chart. The Administration Council also passed to the analysis of spending on staff in order to formulate new strategies for the human resource management.

Only now the public radio has understood the importance of this thing and it seems to pass to the initiation of some reorganization measures on scientific criteria and to the implementation of an efficient management, adapted to the new changes in today's fast evolution in the information technology and communication field .

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