

# RESEARCH ON HUMAN RESOURCES MANAGEMENT IN PROJECTS CARRIED OUT IN HIGHER EDUCATION INSTITUTIONS IN ROMANIA

Author(s)\*: Monica JIDOI (TOPLICEAN)<sup>1</sup>, Mihaela Luminita LUPU<sup>2</sup>  
Position: PhD Student<sup>1</sup>, Prof., PhD<sup>2</sup>  
University: "Gheorghe Asachi" Technical University of Iasi  
Address: Iasi, Blvd. Mangeron, No. 29, 700050, Romania  
Email: monicatoplicean@yahoo.com<sup>1</sup>, luminitalupu2011@gmail.com<sup>2</sup>  
Webpage: <http://www.tuiasi.ro/>

## Abstract

**Purpose** – This paper covers a bibliographical study on suggested research directions for the PhD thesis on the types of projects and the particular aspects of integrating project human resource management into the university's human resource management and an analysis on the strategy regarding recruitment, selection and employment into the project teams.

**Methodology/approach** - In order to carry out the bibliographic research, the activities regarding project human resources management in higher education institutes were singularized.

**Findings** – The paper aims at identifying and prioritizing the factors that have a significant influence on human resources and at analyzing the implications of creating a model and a study structure of the bibliographic reference system regarding project human resource management and integration into the human resource management of universities.

**Research limitations/implications** – The aim is to create a methodological model in the qualitative and quantitative research and to design a research model.

**Practical implications** – the usefulness of potential results for concerned categories: budget managers, managers and human resource managers.

**Originality/value** – The paper contributes to the improvement of the theoretical sources regarding project human resource management within the Romanian higher education institutes.

**Key words:** Human Resource Management; Project Management.

## Introduction

The bibliographic study "Research on human resources management in projects carried out in higher education institutions from Romania" is a topic of interest, because project management is a field with an upward trend, due to the fact that any major action is carried out within a project.

**Purpose** – This paper covers a bibliographic study on suggested research directions for the PhD thesis on the types of projects and the particular aspects of integrating project human resource management into the university's human resource management and an analysis of the strategy regarding recruitment, selection and employment into the project teams. The purpose of the paper is to provide a bibliographic study to concerned factors.

**Methodology/approach** – In order to carry out the bibliographic study of Research on human resources management in projects carried out in higher education institutions from Romania, the methodology of the study includes the following steps:

1. Researches regarding the types of projects and the particular aspects of integrating project human resource management into the university's human resource management. The aim is to: recognize the types of projects and provide an overview of such projects that can be carried out in universities and to

carry out a study of the bibliographical reference system regarding project human resource management and the integration of such study into the human resource management of universities.

2. Analysis on the possibility of improving the human resource management strategies of universities in the context of integrating project human resource management/university human resource management. The aim is to identify, prioritize and supplement the factors that exert a significant influence on human resources. The research methodology is based on the bibliographic study with regards to: identification of influential factors of resources planning, recruitment of human resources, selection, and the research on research methods, techniques and tools, in accordance with specialized literature.

3. Research on human resource management in Romanian universities, influential factors of resource planning, in the context of underfinancing. We aim at identifying the factors that have a significant influence on human resources during economic crises.

4. Drafting a project human resource management / university human resource management integration model. The aim is to identify, prioritize and supplement the factors that have a significant influence on human resources.

In the case of steps 3 and 4, the bibliographical study was directed at integrating the project human resource management into the university human resource management and on the impact of integration.

The bibliographic study is schematically presented in Figure no. 1, The Proposed Plan for the PhD Thesis Entitled: Research on human resources management in projects carried out in higher education institutions in Romania.

**Findings** – Within the **Bibliographic Study on the Types of Projects and on the Particular Aspects of Integrating Project Human Resource Management into the University's Human Resource Management**, the aim was to perform an analysis of the bibliographical reference system regarding project human resource management. Project human resource management (Dociu (Anchidin), 2018) plays a fundamental and strategic role in the project management processes: the selection process, the training process and the management process. Projects are the way organizations survive in today's economic environment. The project (Nae, 2009) corresponds to the situation where the aim is to achieve a certain purpose using specific methods, within a given period of time.

In order to integrate project human resource management into the university's human management, the main concepts shall be studied: the project's schedule or timetable, the activities, the critical path, the Critical Path Method, the Gantt and Pert diagrams, multiple projects, life cycle stages, the project outline, the main plan, the planned and (effectively) carried out tests plan, strategic planning, tactical/operational planning (Ciobanu, 2011).

The attention of scientists was directed towards uncovering efficient ways of planning, managing and achieving the goals of the project on time and within the budget. According to Juliane Johnson, only a small percentage of projects achieve all objectives and a third of all projects are never completed (Hall & Johnson, 2003). The human resources development policy in higher education institutes is a project that was built and implemented by the Human Resources Department, which provides support for leadership and professional development (Nica et al., 2011). Project human resource management organizes, manages and leads the team, in order to successfully complete the project (Zaouga, Rabai, & Alalyani, 2019). The integration of project human resource management into the university's human resource management goes through the following stages: human resource planning (identifying the personnel that possesses the required skills); employment of the project team (approves the availability of human resources to achieve the successful team); development of the project team (improves skills, interaction between team members and general team environment); project team management (evaluates team performance, provides feedback, manages conflicts and solves problems).

For the **Bibliographic Study on the Potential to Improve the Human Resource Management Strategies of Universities, In the Context of Integrating Project Human Resource Management/University Human Resource Management**, the aim was to identify the influential factors of resource planning and the recruitment and selection of human resources.

The recruitment process is influenced by a series of internal and external factors (Roman, 2010). Examples of external factors are: the conditions of demand and supply on the labor market, the system's

capacity in terms of recruitment needs, the legislative and institutional framework of the labor market and a functional social partnership between representative employers, representative unions and collective labor agreements. Internal factors are: the organization's prestige is attractive to candidates; candidates' preferences depending on their level of education and training; the objectives of the organization and the organizational culture in terms of recruitment; the economic-financial situation of the entity; compliance with certain principles in the recruitment process (equality, non-discrimination); reward systems, including social ones.

In order to analyze the influential factors of human resource management in educational establishments, it is necessary to lay down, to settle and to clarify, from a theoretical point of view, certain statistical concepts and mathematical formulae which shall be useful during the actual research. Specialized literature stipulates that the university's human resources development policy is a project that should be built and implemented by the Human Resources Department (HR), which provides support for leadership and professional development (Nica et al., 2011)

The HRM component (Oprea, et al., 2011) provides IT support for the accomplishment of all human resources and personnel management processes.

Starting with the recruitment process and up to the necessary measures for the development of one's career, this component shall provide pertinent information on the basis of which the policies of guiding and motivating the employee can be established (Băduț, 2003).

The categories of educational projects and programs (Bunăiașu, 2012) can be unified depending on several criteria and are highlighted in *Classification of Educational Projects and Programs*: by the way in which projects are perceived; by extension area; by scale of design; by project management type; by funding sources; by educational field; by educational room; by factors involved; depending on the functional field of the development strategy; depending on the target groups; depending on the priority axes; by program categories and strategic directions.

### **Bibliographic Research on Human Resource Management in Romanian Universities. Influential Factors of Resource Planning in Underfunding Conditions**

Access to international databases makes it possible for current worldwide knowledge to reach Romanian organizations, which has led to significant changes in the practices of such organizations in the last two decades (Petrescu (coordinator), 2014). Globalization has enforced the employment of trained staff, who should add value through their performance, at a fast and sustained pace. The population's level of education generates social and cultural actions and is directly proportional to a country's economy. In order to improve the quality of students' education and to train them with the purpose of perform well as employees, Sebastian I. Burduja recommends measures which would require "vision, flexibility and openness" (Burduja, 2017).

The evolution and development of human resources in times of crisis is measured using the Human Development Index (HDI), which reflects a country's development level by comparing life expectancy, education and living standards ((Aneculaesei (Giurgica) & Lupu, 2012). According to the 2016 Human Development Report, Romania was ranked 50<sup>th</sup>; its HDI was 0.802, with an increase of 0.004 units, compared to 2015. In 2018 Romania was ranked 52<sup>nd</sup>, despite the fact that HDI had a value of 0.811 units, with an increase of 0.09 units and it was surpassed by Montenegro and Bulgaria (\*\*\*, Human Development Reports, 2018).

The effects of the economic crisis of 2009 – 2012 on human resources in education were also found in the National Education Law published in 2011. University education no longer represented an attractive environment for young people, in order to develop a future career. The consequences of shutting down the employment and promotion process in 2009-2012 can be found in the low number of specialists and teachers in senior positions of professors and associate professors. The forced retirement of the elite of the Romanian education has led to the narrowing or even loss of values through the impossibility of transferring knowledge to the disciples.

**Research limitations/implication** – The bibliographical study on HRM took into account the fact that organizations use and process personal data. In order to ensure confidentiality, software application,

generally known as “Personnel Records” are used. These applications are used by qualified staff who must record personal data. The database shall at least contain the following: personal data, information regarding employment, workplace, position, working hours, type of salary, salary, increments, meal vouchers, salary additions or reductions, bonuses, penalties, seniority, dependents, job description, disabilities, vacations, data regarding indefinite or definite labor agreements, main position, information regarding cessation of activity within the institution.

**Practical implications** - The research will be aimed at: creating a model and study structure for the bibliographical reference system regarding project human resource management and its integration into the human resource management of universities; designing a research model, a methodological model for quantitative and qualitative research; improvement of the theoretical sources regarding project human resource management within the education establishments.

**Originality/value** – The research presents a series of personal contributions: creating a model and study structure for the bibliographical reference system regarding project human resource management and its integration into the human resource management of universities. The paper’s originality is based on: conducting a bibliographic study directed on the research profile of the PhD thesis (laying down clear research directions, setting specific objectives for such proposed researches, etc.), which allowed for a programmatic bibliographic study and, to the surprise of international authors, the interpretation of theoretical information based on a bibliographic study model that is built on the research model of the thesis; the synthesis of information from literature allowed for the design and approval of the methodological model in qualitative and quantitative research; the improvement of the theoretical sources regarding project human resource management within the Romanian higher education institutes.

## Conclusions

Researches in specialized literature were carried out in stages and were directed towards clearly defined aspects. The studied bibliography allowed for the drafting of research models.

Project human resource management in Romanian higher education institutes is not a common theme in articles and literature.

The proposed diagram for the doctoral thesis on: Research on human resources management in projects carried out in higher education institutions from Romania, is presented in Table 1.

Table 1 Proposed diagram for the doctoral thesis Research on human resources management in projects carried out in higher education institutions in Romania

<b>Carrying out the bibliographic</b>		
<b>Research directions</b>	<b>Aspects pursued in bibliography research</b>	<b>Studied bibliography</b>
Research on the types of projects and the particularities of integrating human resources management from projects in the human resources management of the university.	Knowledge of the types of projects, provides an overview of those that can be carried out in universities	Carrying out a bibliographic study on human resources management within projects: Bunăiașu, C. M. (2012), Ciobanu, I. (2011); Dociu (Anchidin), M. M. (2018); Nae, I. (2009). Its integration in human resources management of universities: Hall, E., & Johnson, J. (2003); Zaouga, W., Rabai, L. B., & Alalyani, W. R. (2019). Categories of educational projects and programs: Bunăiașu, C.M. (2012).
Researching the possibilities of improvement of strategies in human resources management of	The need to identify, rank and complete the factors that have a	Identification of influencing factors of resource planning, human resources recruitment, selection Hall, E., & Johnson, J. (2003);

Carrying out the bibliographic		
Research directions	Aspects pursued in bibliography research	Studied bibliography
universities in the context of integrating human resources management of projects / university human resources management.	significant influence on human resources.	Oprea, si altii (2011); Băduț, M. (2010); Nica, și alții, (2011); Roman, C.(2010).
Research on human resources management in Romanian universities, influencing factors on resource planning during lack of funding.	The need to identify factors that have a significant influence on human resources during economic crises.	Research on human resources management/ projects in Romanian universities, during lack of funding Petrescu (coordonator), (2014); Burduja, S.(2017); Aneculaesei (Giurgica), M., & Lupu, M. L.(2012).
Designing an integration model for human resources management of projects / university human resources management.	The need to identify, rank and complete the factors that have a significant influence on human resources.	Research on integrating human resources management in projects in university human resources management and the impact of integration on project development. Nica, și alții (2011).

## References

\*\*\*

2018

Human Development Reports. United Nations Development Programme:

<http://hdr.undp.org/en/2018-update>.

**Aneculaesei (Giurgica), M., & Lupu, M. L.**

2012

The human development index analysis during the crisis in Romania. Explore ProQuest, 59-62.

**Băduț, M.**

2010

Forme de comunicare în managementul educațional. Revista de pedagogie nr.58(1), pp. 119-126.

**Bunăiașu, C. M.**

2012

Elaborarea și managementul proiectelor. București: Universitară.

**Burduja, S.**

2017

Reach Higher in Higher Education: What Romania Can Learn from the US Example? . Research and education,21-30. Retrieved 12 07, 2018, from Research and education: <http://researchandeducation.ro/>

**Chișu, V. A.**

2001

Manualul specialistului de resurse umane. București: Irecson.

**Ciobanu, I.**

2011

Managementul proiectelor europene. Chișinău: Universitatea de stat "A. Russo".

**Dociu (Anchidin), M. M.**

2018

The importance of human resources in project management. Knowledge Horizons - Economics, 8-14.

**Hall, E., & Johnson, J.**

2003

Integrated Project Management. Prentice Hall.

**Nae, I.**

2009

Managementul proiectelor-tehnici de planificare și control.Ploiești: Universitatea Petrol-Gaze.

**Nica, P., Prodan, A., Duse, D. M., Duse, C. S., Lefter, V., Malaescu, S., . . . Puia, R. S.**

2011

Managementul resurselor umane. București: Unitatea Executivă pentru Finanțarea Învățământului Superiora Cercetării Dezvoltării și Inovării.

**Oprea, D., Meșniță, G., & Popescul, D.**

2011

Managementul proiectelor europene. Iași: Universitatea "Alexandru Ioan Cuza".

**Petrescu (coordonator), I.**

2014

Contribuția la conturarea unui model românesc de management \*. In P. Nica, M. M. Abrudan, V. Bedrule-Grigoruță, I. Manolescu, A. Neșțian, I. Petrișor, . . . C. Osoian, Cap 14 Managementul resurselor umane în organizațiile din România (pp. 675-732). București: Expert.

**Roman, C.**

2010

Managementul proiectelor. Suceava Universitatea "Ștefan cel Mare"

**Zaouga, W., Rabai, L. B., & Alalyani, W. R.**

2019

Towards an Ontology Based-Approach for Human Resource Management. In Elsevier (Ed.), The 10th International Conference on Ambient Systems, Networks and Technologies (ANT) (pp. 417-424). Leuven, Belgium: Procedia Computer Science