

Structural Analysis of Human Resources within a Company

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Abstract: The study analyzes the issues of human resources within a company, namely commercial services and service delivery. Although the technical progress has reduced substantially the human presence in some production processes, at any stage of development of mankind it was not noticed any economic process that can dispense the human contribution. The used method of analysis is the structural one. It highlights certain features of the labor force of a company. The economic and financial analysis involves dividing the labor force of a company after its occupation.

Keywords: human resources; services; economic and financial analysis; labor force

JEL Classification: E44; F16

1. Introduction

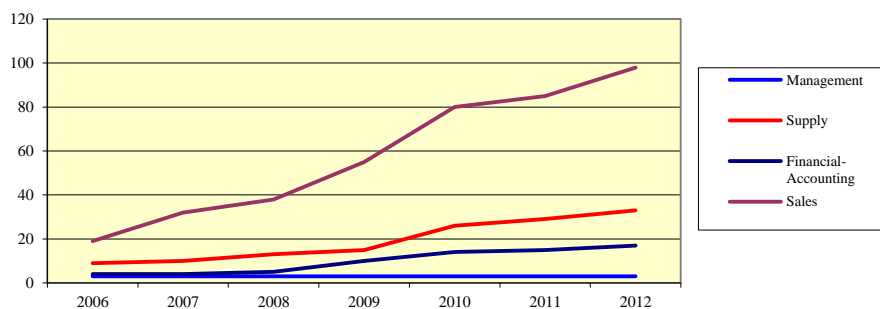
The essential objective of job analysis is to determine the duties of a job within an organization and in the manpower, in terms of dexterities (skills), knowledge, abilities and experience to successfully accomplish the tasks; the job analysis provides data for developing the job description and the specifications of the job. It is also the basis for: defining the job, job redesigning, recruitment, selection, orientation, training, career counseling, performance evaluation and compensation (salary). The evolution of jobs during 2006 - 2012 is as follows:

Table 1. The number of jobs in the 2006 - 2012

Compartment	2006	2007	2008	2009	2010	2011	2012
Management	3	3	3	3	3	3	3
Supply	9	10	13	15	26	29	33
Financial-Accounting	4	4	5	10	14	15	17
Sales	19	32	38	55	80	85	98
Total	35	49	59	83	123	131	151

Source: www.firme.info: Human Resources Department SC x SRL

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Graphic 1. The evolution of the number of jobs in 2006 – 2012

Source: www.firme.info: Human Resources Department SC x SRL

In the analyzed period the number of jobs increased by an average of 18 jobs per year due to the investments made in the opening of new outlets and in the diversification of construction activities of cold storages.

2. Method of Analysis

As method of performed analysis we used structural analysis on levels of structure positions, organizational, rates method by calculating the share of different categories of staff in the company's total staff.

3. Results and Discussion

Workforce available to an economic agent is evidenced by the number of staff employed, an indicator which can be determined at some point or for a period of time. The number of personnel at a time represents the effect of employees and it is aimed at the beginning and the end of the period. It characterizes the human potential that it is available to the unit and it is considered as an indicator of stock.

4. Structure Analysis of Jobs

Table 2. The number of jobs in 2012

Compartment	2012			
	Total	Higher education	Secondary education	comprehensive school
Management	4	4	-	-
Supply	33	7	15	11
Financial-Accounting	16	2	14	-
Sales	98	-	85	13
Total	151	13	114	24

Source: *www.firme.info: Human Resources Department SC X SRL*

There is a continuous increase in personnel during the analyzed period. Achieving the objectives related to the basis activity of the company, in terms of economic efficiency, or it is conditioned by the insurance of the company with the necessary workforce, in number and in structure. The personnel movement is characterized by a system of indicators:

- 1) Indicators of labor mobility:
 - a) indicators of the labor force movement:
 - the average coefficient input of staff;
 - the average coefficient of the outputs of staff;
 - the average coefficient of the total movement.
 - b) indicators of labor force fluctuation.
- 2) Indicators of labor force stability.

Staff input coefficient (ci)

$$Ci = \frac{I}{Np}, \text{ where:}$$

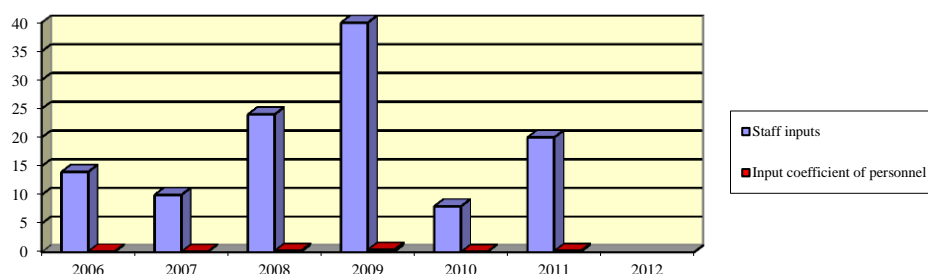
I = input

Np = average number of personnel (90.1)

Table 3. The analysis of the coefficient of the personnel inputs

Year	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012
Staff inputs	14	10	24	40	8	20
Input coefficient of personnel	0,15	0,11	0,26	0,44	0,08	0,22

Source: Analyzed by the author according to the data: *www.firme.info: Human Resources Department SC x SRL*



Graphic 2. The evolution of staff inputs coefficient

Source: Analyzed by the author according to the data: *www.firme.info: Human Resources Department SC x SRL*

From this figure it can be noticed that in the years 2009-2010 there were employed more people. Employment rate in 2011-2012 was resumed as the investments made by the company required additional personnel. In this period there were opened new outlets in Vaslui and Huși.

The Coefficient of the output personnel (ce)

$$Ce = \frac{E}{Np}, \text{ where:}$$

E = output

Np = average number of personnel

In the analyzed period review we do not have personnel outputs.

Total movements coefficient (cm)

$$Cm = \frac{I + E}{Np} \text{ where:}$$

$I + E = \text{inputs} + \text{outputs}$

$N_p = \text{average number of personnel}$

This coefficient has the same coefficient values as the personnel entries. There were outflows of personnel.

The coefficient of staff fluctuation (cf)

$$Cf = \frac{En}{N_p} \text{ where:}$$

$En = \text{total staff outputs for unjustified reasons}$

$N_p = \text{the average number of staff}$

In the analyzed period we have no staff outputs.

The analysis on the basis of these indicators is performed in the dynamics from one period to another, for at least 3 to 5 years. Such an analysis highlights the increasing or decreasing trends of the phenomenon of staff movement. Between the labor force movement and fluctuation there is a clear distinction:

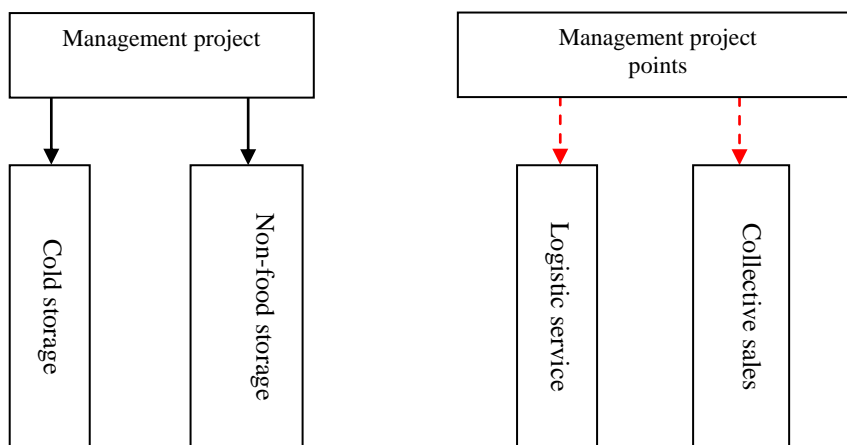
Movement = is the mobility of an enterprise during a period, from the point of view of inputs and outputs in terms of normal reasons: transfer, illness, retirement, death, disability.

Fluctuation = is an abnormal phenomenon that refers to labor force outflows without the approval of the management of the company, or the termination of the labor contract as a result of a violation of the labor contract.

5. The Analysis of the Organizational Chart

Human resources (HR) in the SC x SRL represents the department which starts with determining the correct number of trained people, in well-established positions at the right moments. The organizational company since 2006 has known a development and a transformation due to the activity diversification of commercial services and due to the opening of new outlets. Thus the implemented method since the opening of the company was leading through projects which presupposed a close collaboration between the departments. The form of organizational structure is of individual type.

Figure 1. Individual type 1 Organization in SC x SRL



Source: Adapted by author according to (Radu, 1995)

Table 4. The structure human resources in the SC x SRL in 2012

Training	Total	Men			Women		
		Higher education	Secondary Education	Comprehensive school	Higher education	Secondary Education	Comprehensive school
Manager	1	1					
Economic Director	1	1					
Commercial Director	1	1					
Experts in the science of commodities	18	3	13		1	1	
Data validation Operator	10	1				9	
Management accounting	4				4		

Storage keepers	21	1	4			16	
Salesmen	53		22			31	
Drivers	18		18				
Unqualified workers-manipulator	24			21			3
Total	151	8	57	21	5	57	3

Source: Processed by the author according to www.firme.info: Human Resources Department SC x SRL

6. Structural Analysis of Human Resources

Such an analysis is necessary to highlight certain features of the labor force of a company. The economic and financial analysis involves dividing the labor force of a company according to its occupation.

In this sense there is the following grouping of the staff:

1. Staff:
 - a) direct-productive;
 - b) indirect-productive.
2. Economic trained personnel;
3. Management and administrative staff;
4. General service personnel: guards.

Such an analysis, in relation to the occupation of the personnel highlights the needs skilled employment or dismissal of personnel. From the structural point of view, the human potential in a society can be grouped on other criteria such as:

1. by age:
 - a) under 25 years;
 - b) between 26-35 years;
 - c) between 36-45 years;
 - d) between 46-55 years;
 - e) over 55.
2. by the seniority in the society:
 - a) less than 1 year;
 - b) 2-5 years;
 - c) between 5-10 years.
3. According to the gender:
 - a) men;

b) female.

4. According to training:

- a) workers (skilled, unskilled)
- b) specialist staff (with secondary or higher education);
- c) administrative-technical staff (with secondary or higher education);
- d) management staff.

5. According to the functions of the company:

- a) research - development;
- b) production;
- c) marketing;
- d) staff;
- e) financial-accounting function.

As analysis methods there were used the rates, by calculating the share of different categories of staff in the company's total staff.

In the SC x SRL, in structural terms, the staff can be grouped at the end of 2012:

1. by age:

- a) between 20 -34 years - 44%; 57 people
- b) between 35-49 years - 56% 84 people

2. according to the gender:

- a) Men - 86 people
- b) Women - 65 people.

3. According to the training:

- a) higher education – 13 people
- b) secondary education -114 people
- c) comprehensive school - 24 people

7. Conclusions

According to the data provided by the human resources department, it appears that the company has qualified, young staff. Due to the opening of new outlets, the staff is predominantly male, especially in unskilled occupations where physical force is required (manipulators). The society is considering the age experience, training and retention of new employees through bonuses and rewards. Redesigning represents a solution to solving the situation taking into consideration the main structural and functional parameters of the overall management and the major components (organizational, decision-making, information and methodological). Through

redesigning, it ensures both flexibility of management system and an increase in its capacity to receive, maintain and apply the new, generated for change.

By management redesigning we can implement a new management system that allows a greater freedom of decision-making of the management at the level of the considered organization, assuming that it acts as a specialist and that the freedom will not damage the organization, it is a much more motivating system; a system which enables a rapid adaptation to the market changes, so a flexible system, that is exactly what the company needs.

8. References

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