

# LABOR FORCE MIGRATION IMPACT IN THE EUROPEAN SPACE UPON THE BUSINESS FIRM IN ROMANIA

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*This paper intend to present a personal opinion regarding the evolution of the labor force within the organization in Romania, namely the business firm, mostly affected by this phenomenon: the labor force migration. Having a human resources management, adequate to this new tendency in Romania: emigration and immigration may be an alternative solution to this tendency. Romania and the entire Europe face the migration of both qualified and unqualified labor force on the background of the demographic factor.*

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*Exodus, migration, the emigrants' absorption*

The national publications of the last years have approached the demographic problem faced by our country and Europe, emphasizing some statistic data:

**‘The number of the old people over 80 will increase by 180% the following 45 years’.** In 2050, the experts estimate that the Romanian men will live, on average, 10 years longer, and the women 7 years longer. Simultaneously, in most of the European countries, the population will decrease. The specialists predict that one of the most dramatic decreases will be registered in Romania: in the present level of the birth rate is maintained, there will be less than 16 million inhabitants in 2050.

**‘A third of the Europeans are over 60 years old’.** For the last 60 years, the number of Europeans over 60 years has increased. On the contrary, there is a significant decrease of the number of births in the entire Europe. Between 1950 and 1955 there were over 12 million births a year while between 2000 and 2005 there were only 7.3 million. Consequently, until 2050, about a third of the European population will be over 60 years old. The number of those over 80 years old is expected to increase by about 180%, accordingly to **the UNO statistics**. The demographic changes are different from one country to another. In countries like Germany, Spain and Italy dramatic decreases of the population are expected, while in France and Great Britain will have more inhabitants until 2050. For our country, the experts in demography have more possible scenarios regarding the evolution of the population in the next 45 years. All depends on how the birth rate will increase, and also on what the level of mortality, of **internal and external migration** will be. After **1992, migration**, the natural decrease of population also intervened, completed by the parallel growth of the general mortality. Since 2003 birth rate has started to grow slightly, according to the specialists’ opinions. The straightening of birth rate will diminish the demographic decline, but this is impossible to stop. The specialists estimate that in Romania the retirement age should be extended, while **the young people should be encouraged to stay in the country.**

The national and international press stated that the European Union as well has been facing the same genre of demographic problems. In 2003, the natural growth of population was only 0.04% per year and all the new member states, except Malta and Cyprus, faced a decrease of population. Although many aspects regarding the demographic changes are exclusively the matter of the Union members, the European Commission has launched a brainstorming campaign at the community level by publishing the **Green Card**. This is meant to find some solutions, including through the Lisbon Strategy, whose target is **the creation of more and of a better quality jobs**. Nevertheless, in sectors such as family, health, education, **migration**, or the free circulation of persons, there are certain social policies which, in the experts’ opinion, must be clarified and improved. **Immigration**, another matter brought into discussion in the Commission’s report, may bring **temporary improvements**, but on a long term **it may generate major problems on the working market**, in the social insurance and tax systems. Although the European Union

is planning to maintain the **national characteristics** of the member states, it is very important for each of these to have **flexible policies** regarding the social insurance system, **the equivalence of studies and qualifications for the immigrants**.

On the background of such phenomena, Romania as well is facing the **illegal immigration**. It is estimated that in 2005, 1700 foreign citizens were discovered trying to trespass the border, either to stay in Romania or to transit the Romanian territory. Thus, 1300 tried to enter illegally in Romania and 400 tried to leave the national territory, according to the **report** of the **Ministry of Administration and Internal Affairs**.

On the background of the Romanian population's emigration in the European space, an **alternative solution** for the companies in Romania is the **use of the foreign labor force** on our territory.

Presently, about 100 000 Romanians are working in constructions abroad. One of the solutions may be the use of the foreign labor force on the territory of our country. The members of the **Constructors' Social House** suggested a few possible solutions for the maintenance of control and the regulation of the flows of foreign workers in constructions working in Romania. One of these would be a tight collaboration between the organizations in the field of constructions and the **Labor Force Migration Office** for the contingency of the flows of migrant workers in Romania. At the same time, the development of partnerships and the closing of bilateral agreements between the Romanian unions and those in the countries where the foreign workers come from, on the existing models, represent a positive point regarding the mentioned matter. Other points would be the joining in unions of the foreigners working in constructions in Romania, the development of partnerships, the closing of bilateral agreements between the Romanian private employment organizations and those from the origin countries of the foreign workers. These are a part of the solutions suggested as alternatives to the exodus of the Romanian qualified and unqualified labor force.

The members of the Constructors' Social House noticed **the poor qualification of workers** in our country. The statistics show that: 'among the workers legally employed in the field in constructions in Romania, about 7% are not qualified, and many of the qualified ones are old. The young people do not choose this field any more because it is poorly paid and the working conditions on the local sites are far from appropriate', explained the vice president. According to a study of the National Research Institute in the field of Work and Social Protection, in the sector of constructions, more than 70% of the questioned employees have never attended an instruction form during the whole period of their activity.

Taking into consideration the above mentioned data, the change and management of this process within the business firm in Romania is essential.

Using the **immigrant labor force** in the context of the **Romanian organizational culture**, the **performance management**, the **carrier management** are some of the **suggested alternatives** in the future PhD thesis 'Research in the Degree of Preparation of the Organizations in Romania regarding the Maintaining of the Qualified and Unqualified Labor Force in the Context of the European Union's Extension', on the background of the salary discrepancies decrease between Romania and the other European countries. Taking into account the possibility that in the future the local firms could use immigrant labor force, they should adapt the working style.

The employee should be encouraged to orientate him/herself and conduct his own carrier plan. The immediate result of this aspect is the development of the employees' responsibility in an organization and the improvement of their performance. The usage of some adequate methods of evaluating the employees' performance represents the guarantee that the organizations' employees reach 'the desired destination', meaning the desire point of their carrier.

On the grounds of powerful **changes in the organizational and cultural environment** there will be many organizations unprepared to deal with these. **Alvin Toffler** suggests three elements that should be taken into consideration in order to diminish the effects of the future's shock: the employees must learn 'how to study', 'how to chose', 'how to correlate'. All these elements should be correlated in a **carrier management program including the executive level employee**.

Having answers to questions such as 'Do you know your subordinates? Do you know their wishes and aspirations?' can make the difference among organizations. As Aristotle stated, 'the man is nothing in himself/herself but an infinite chance, but he/she is infinitely responsible for this chance', we people, are directly responsible for the chances that may occur to us. Having a performance and carrier management

implemented within the organization is the method through which the managing staff ensures that they have employees prepared 'to exploit all chances' within a well-designed organizational culture.

Plato stated 'Get to know yourself and you will get to know the Gods and the entire Universe'. I consider that the two processes: **the performance management** and **the carrier management** are a **method** through which an organization can know its employees in order to keep them in its own firm. The better the organization understands the importance of the processes and it applies them, the more it becomes aware of the benefits it may get from their correct implementation. An approach of the connection between the performance management and the carrier is necessary in the context in which, at the level of the performing employee, one can not talk about a carrier, even less about a performance management.

People make the difference among the companies. But how many companies know what motivates their people, which are the explanation for their employees' behavior, which are the reasons for not leaving the company, except for the material aspect?

I consider the approach of the two processes in an organization, in the context of the salary discrepancy diminishing between Romania and the European Union, to be the first step in the communication process between the management. Being asked to what extent the communicative people are superior to the introvert ones, Aristotle answered 'To the same extent that the living are superior to the dead!' From the perspective of the historical evolution, the European Space started to take shape in the 7<sup>th</sup> and 8<sup>th</sup> centuries. In time, the European continent has become a public space, then a European Union, and today, one can even talk about a great European State. Why state?

Because the objectives, the measures applied until now, as well as the projects of the European Union prove that this is no longer an economic community, as it used to be at the beginning of its creation but a community of values, rights and obligations.

The European Union has taken over many of the traditional state's protection functions offering better guarantees than those given by the traditional state. If, in the latter's case, legitimacy was assured by its national character in the European Union's case, legitimacy is given by the very political will manifested by the countries which adhered to the Union. The Amsterdam Treaty (signed in 1997 and enforced in 1999) adds to the provisions of the previous one, the common administration of 17 fields, among which, the field of the human resources and of the jobs.

Some of the important objectives of the European Union are tightening the relationships among the European peoples and creating a climate of peace and unity, **obtaining the economic-social progress through a common action**, by creating a common and cohesive internal market. In this context, the organizations must organize themselves in such a way so that it permits the employees to evolve in an **international competitive environment** where competence should be a central factor in developing a carrier. Also, as Vinturache Mihai said in the "Systems management of the safety ecological in the industry" paper, employers are required to assess risks and take practical measures to protect the safety and health of their workers, keep accident records, provide information and training, consult employees and co-operate and co-ordinate measures with contractors, in integrated human resources management.

The human resources management will be the one that makes the difference: a management oriented towards the development of the execution employee, the assurance of an environment proper to the development of certain competences but also the **opportunity of their application** in an **organizational culture** centered on the needs of all employees, being either at the supervising or the execution level. If in the past the performing employee used to be seen as a simple instrument based on which the organization would increase its profit, today, in the context of the European Union integration, I consider that at this level it is no longer possible without a performance and carrier management. The framework offered by the organization should be a stimulating one, where the performing employee might have a feeling of belonging and perceive the business as his/her own. This is possible on the background of his/her identification with the organization. The specialists of the organization have the mission of identifying to what extent the employees feel the company's mission and values, what carrier means to them within the organization, which are their needs of development over short and long term.

The conception of a stimulating training program, adapted to the competences identified by the organization's specialists, may influence one employee's decision of leaving the organization.

These are only a few elements that might influence the decision of the best performing employees and not only, to remain within the Romanian firm in the favor of those in the European space which offer such perspectives to their employees.

Knowing the strategies applied by other companies in the European Union with respect to the human resources management can help the Romanian companies set their strategies in human resources so that they could make the difference in keeping the best employees within the organization, including standardizations of their procedures. „Systematization and standardization of the work does not always guarantee the success. One of the usual managerial problems is to identify the cause why the work is not done properly, is low quality, in spite of an efficient organization” as Malina Cordos said in „The motivation in quality management people based” paper.

Each organization has its own life, a certain organizational zeal, a certain rhythm where the employees find their place (identify themselves with the organization) or search other ways of fulfilling themselves as people. As Septimia Chelcea states, ‘The organizational zeal can be obvious or, on the contrary, barely noticeable’ within an organization.

The organizational zeal is defined as “The will of the organization’s members to act in order to reach the set purposes”. There is a set of factors that can influence the organizational zeal and depending on which an organization is differentiated from another, for instance the applied managerial style. The closer the managers get to their employees, set tangible objectives for them, explain why these have to be achieved and what the importance of their accomplishment is, the more the employees will chose the organization on a long term in order to remain within it and their performance will be as expected. How they can be achieved (in what ways, with what techniques and procedures) is up to the employees.

The more the employees prove their interest, the bigger the organizational zeal will be, the less the danger will be for the organization to lose the best employees in the favor of the other companies in the European Union.

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