

Human Resources Management in the Syrian Companies in Romania

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Abstract

Human resource management in organizations is considered a very powerful factor influencing profitability and development of an organization.

We have proposed the analysis of main factors affecting human resources management and which can provide more efficient use of this resource.

This analysis is necessary in order to achieve the objectives proposed with regard to the use of human resources with a view to increasing productivity and profitability over the long term.

The use of management methods and techniques compared to companies with a joint organizational culture allows the harmonious development and fostering the know-how of a multicultural environment.

Keywords: *human resources management, comparative management, organizational culture, globalization.*

JEL classification: M12, M14.

Introduction

Since 1989, when Romania start on the road of market economy, the private sector has grown continuously, the number of private organizations has grown and economic activity has diversified.

In this context, and appeared very friendly-many organizations whose members are people of Syrian nationality, this is because since the time of the Communist regime in Romania there were very many Syrians (most come from studies). This situation has been favored by the special relations between the two countries over time. Thus, many Syrians have preferred to remain in Romania and to initiate business in an environment that is less than that of the country of origin.

At first, the Syrian companies in Romania were oriented main areas studied (medicine and economics), subsequently developed business and other fields.(Anagnoste, 2010)

Now, amid the economic crisis, the availability of human resources has increased which allows organizations to provide this resource to lower costs and thus lower costs for maintenance and improvement of it. (Năstase M., 2011)

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However it is not recommended to decrease costs with exaggerated this resource because it can be affected and hence its quality products/services results.

Next, we will make an analysis of the management of the Syrian companies in Romania and we propose a model of efficient management of these resources. The main areas of activity covered in the beginning of Syrian entrepreneurs were:

-medicine: particularly medical offices (dentistry, etc.);

-economy: trade companies mainly import-export of goods between Romania and Syria.

Gradually, as was accumulated capital, have been developed and production firms and service companies in the areas of increasingly and expanded internationally.

In the present context of globalization, organizations must meet the challenges of increasingly varied and intense and require a continuous adaptation of the way the organization acts. In this regard, to obtain goods and services that are constantly adapted to the market demand will require a flexible mode of action that can effectively use the resources available to the organization.(Farndale, E. 2010)

1. Cultural factors of influence of human resources management in the Syrian companies

Under the impetus of marketing and sale, productive activity is stimulated and adequate to the conditions of use of the products and services, especially in situations of economic crisis. Thus, Syrian businessmen have seen forced to adapt to the new knowledge and the environmental conditions (Balkan, european, Romanian).

However, the Syrian companies in Romania and have demonstrated the potential especially in negotiating activities in the sale of products and services at international level. Moreover, they capitalized and the potential to commercialize products from one country to another (ie: the trade of timber from Romania in Syria and trade of vegetables and pistachios from Syria in Romania).

These advantages have been developed mainly due to the communication between members of trade organizations (seller-buyer), which involves the negotiation of trade conditions in the course of several days, which ensure a partnership-type the type of win-win and not a force between the two parties.

Syrian cultural specifics, based on the Koran, encourages trade, which puts sales activity (commercial, marketing) first and which constitutes the engine of the whole company. In order to have a clear picture of the human resources management of the Syrian firms will require mastery of the main cultural traits that characterize Syria. Knowing these items, you may consider a human resources strategy in agreement with the specifics and needs of employees. (Ferrary, M., 2009)

As it is known, from a cultural standpoint, Syria is a country which combines Muslim religious matters with the legal (Quran being a religious and

constitutional manual). From the economic point of view, Syria is a country where it has been argued since antiquity as an economic and commercial power, and routes are known Syrian shopping centers which have led to the early economic development of this State. These bequests cultural, religious and economic which were brought up in Romania of the Syrians, who could not be implemented in a similar way, the differences in culture between Europe and Asia, as well as legislative differences.

2. Human resource management in the Syrian companies in Romania

Human resource management in the Syrian companies, as in the case of any company is to ensure human resource in qualitative and quantitative parameters needed. In the case of Syrian companies there is the advantage of double culture (Latin and Arabic) that enables human resources to attract suitable, being known that every culture has some specific qualities and abilities.

In order to achieve the objectives within the Syrian companies specified by the strategy developed should be engaging, motivating and improving the efficiency of human resources.

The following figure shows the structure of specific human resources management activities within the Syrian companies.

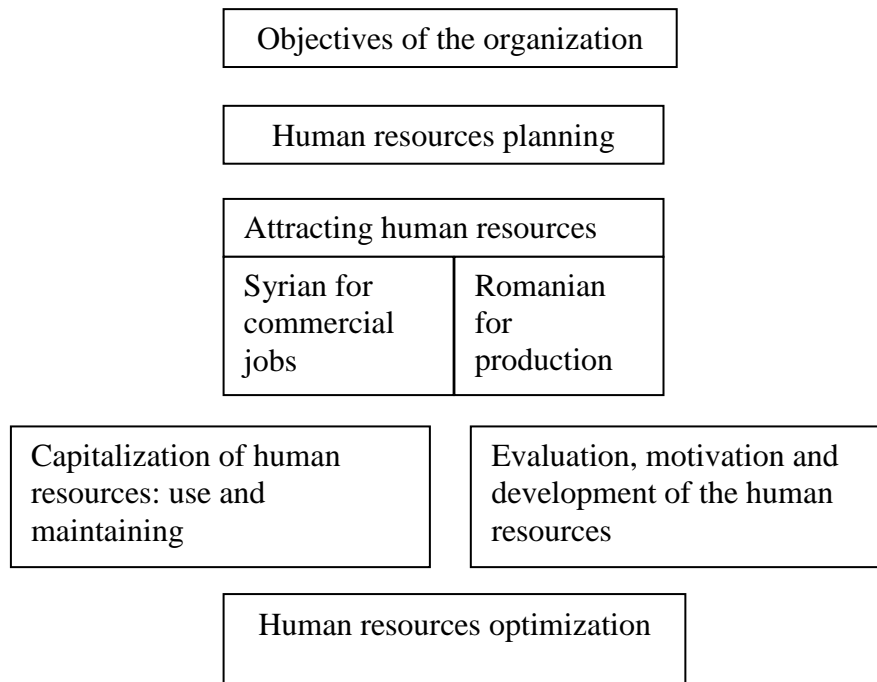


Figure 1. Structure of human resources management activities within the Syrian companies in Romania

Human resource development is an activity which is not particularly pay attention, which attracts over time and reduce the quality of the products/services so that, at regular intervals, the training and the upgrading of human resources. Most of the times they resort to attracting new human resources adapted to the new technological level implemented. We can say that the development of human resources in the Syrian companies is carried out in steps and in a constant way and planned. (Chivu, I., 2009)

Evaluation of human resources shall be carried out exclusively by the head of direct and informal assessment is subjective, based on observations. This approach starts from the Syrian cultural specificity that is based on human interaction and relationships less formal subjectivism. The disadvantage of this work stems from the impossibility of ensuring a uniform evaluation (evaluation grid). (Marin, I., 2011)

The main activity is the planning of human resources who is considering the establishment of additional human resources. This activity is designed to preview the human resource capacity for achieving the objectives and to provide time for providing this resource. (Vanderlinden, B. 2009)

The next important activity for human resources management is the attraction of resources best suited to the objectives envisaged. In this activity you have in mind:

- recruitment,
- selection,
- employment,
- accommodating.

This task is very important because it takes into account not only the choice of the most suitable for a particular post, but assumed and ensuring good neighborly relations and cooperation between employees in the organization. So the choice of persons to be carried out with maximum caution taking into account the multicultural aspect of the team. However, there are also advantages of multicultural team, because certain posts are recommended for the Syrians (ex: commercial activities, communication and negotiation, logistics, etc.), while for productive activities (e.g. implementation of the goods and services, accounting, etc.) are recommended to the Romanians are recognized for the quality of their work.

This activity is also intended to attract human resources with the lowest costs, but that the expected results.

With regard to the exploitation of human resources (use and development) in the Syrian companies observe a high degree of loading with loads of posts; moreover, it outlines very well the posts and those of management. Syrian companies are companies with very few hierarchical levels, management positions in a large number of workstations running. (Manolescu, A., 2010)

Tabelul 1. Motivational factors

Syrian	Romanian
<ul style="list-style-type: none">• money• decent lifestyle• decent working conditions• religious support	<ul style="list-style-type: none">• money• high life style• special working conditions• professional support

Motivation of human resources in the Syrian companies require the use of different reward systems for the Syrians and the Romanians (see table 1.1) (Marinaş, C.V. 2010), considering major cultural differences. While Syrians appreciate the financial motivation and time, the people prefer and holidays, cars, laptops and mobile phones from the company. In fact, the motivation of human resources must be differentiated because Romanians are working and living here and appreciate comfort, while the Syrians are working for capital accumulation to be returned to Syria or to initiate business in areas closer to their personal specifics. (Beauregard, T.A. 2008)

Conclusions

The advantages of such organizations consist of the combination of human resources mixed qualities, as follows:-Syrian human resources active in organizations in Romania emphasizes the special qualities in the sphere of trade, are educated and trained rigorously (based on religious and legal standards are extremely stringent), negotiation capacity and outstanding communication. In this sense, are recommended mainly for commercial activities or requiring direct communication between the company representatives and other organisations or institutions.

Romanian human resources active in Syrian firms are educated people hard, rigorous, with a capacity of great tolerance (for accepting cultural differences).

The harmonious combination of the qualities of both resources offer the possibility of developing organizations to facilitate trade in goods and services, in particular, between partners in Europe and Asia in terms of increased efficiency. Human resource management in the Syrian companies in Romania is a particularly complex management that combines aspects of specific cultural and persuasion of the two countries (Romania and Syria). High quality of managers in such firms, characterized by cultural pluralism, is determined primarily by the ability to harmoniously combine the advantages of both approaches in specific economic.(Bipp, T., 2010)

Moreover, the management of human resources in such organisations that role and avoid conflicts (which have a particularly high occurrence) that can be generated by cultural and religious differences of members organizations of the Syrian.

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