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EDITORIAL

Toward a More Resilient Workforce

The last years generated a lot of challenges in the workplace. Globally, businesses have been forced to adjust to remote and hybrid work models, significant organizational changes, and unheard-of instability. Tasks that were previously performed by humans are now completed by computers. Office workers can now work from home. Due to the need for the Human resources (HR) industry to intervene and create a business working model that improves productivity and increases flexibility and efficiency, new HR trends have emerged that have altered the dynamics of human resource management.

The new hybrid workplace structure, which brings a compromise between remote and office labor, may be one of the most radical shifts in human resources management in this century. Although the concept of remote work was not new, most businesses lacked the guidelines and infrastructure to support it. Companies had to quickly adjust to the work-from-home trends after the pandemic hit. Today, according to World Economic Forum (2022), research, 88% of workers would choose to work remotely for the rest of their careers. The severe organizational changes also caused gaps in the workforce. To adapt to the evolving workplace of today, employees require new skills. According to a McKinsey survey (2021), the lack of professional advancement and development is the main reason employees leave their jobs. Additionally, only 40% of employees feel that their firm is upskilling, even though 87% of organizations are aware that they will experience a gap in the employees' skills in the upcoming years. The advantages of upskilling are evident: increased employee morale and employee retention, reduced hiring and onboarding expenses, and more. Overall, the new HR trend of upskilling shows enormous potential for the workplace.

Because of this, „e-learning” or „remote learning” is on the rise, providing everyday access to continuous learning. Therefore, the majority of businesses will decide to develop online workshops, courses, and e-libraries. Employees can use virtual classrooms, video lectures, and virtual tests to learn new abilities. Empathy, emotional intelligence, leadership and soft skills are the new HR trends in the current period. Also, transparency is more important than ever in these turbulent times of uncertainty, fear, and anxiety.

Only a few are aware of another tendency that is already on the rise: most businesses will soon begin handling personnel management via robots. Over 70% of firms utilize people analytics to boost performance, according to a Deloitte survey (2021). By 2024, 80% of the world's 2,000 largest organizations will be using algorithmic managers for hiring, firing, and training employees, according to a study by IDC (2021). Additionally, 40% of HR departments in multinational businesses use AI technologies, which help expand the candidate pool, speed up recruiting, and increase engagement and retention.

HR managers who use tech-empowered algorithms will be able to process a lot of data, communicate effectively, and support business leaders in making better-informed decisions. Fairness, communication, and inclusion are further complicated by this, though. Cloud solutions, bots, language processing, digital assistants, and automated solutions are just a few of the top solutions AI brings to the HR sector.

Top managers can also increase employee engagement by integrating pertinent social and environmental goals with the company's corporate goals. Additionally, as the impact of social media grows, businesses are increasingly realizing the value of their social media presence and image concerning their mission and corporate objectives. Social media can be used by HR experts as a tool to manage and promote the brand and mission of the organization.

Although difficult and full of challenges, the present time is viewed as offering enormous potential for human resources. Human resources specialists have been crucial in helping firms navigate the pandemic and the following economic crisis. If the challenges previously discussed are properly addressed, they can significantly contribute to organizations' success.

Dana Corina Deselnicu

Senior Editor

ABSTRACTS

Developing Transversal Skills in Engineering Studies

Valentin Grecu, Călin Deneş
Lucian Blaga University, 10 Victoriei Blvd, Sibiu, Romania

ABSTRACT: In the current dynamics of the work environment, candidates need to improve their skills and adapt to market requirements. More and more organizations are now focusing on soft and transversal skills as it is no longer enough to be good in terms of technical skills, but you need to know to communicate with others as effectively as possible and be able to adapt to change because only in this way one can advance in their career. This paper aims at highlighting the connection between theatrical pedagogy and transversal competencies while investigating the extent to which formal education contributes to developing these competencies.

KEYWORDS: transversal skills, theatrical pedagogy, engineering students, informal education

The Impact of Working From Home

Alexandra Ioanid, Dana Corina Deselnicu, Andreea Barbu
University POLITEHNICA of Bucharest, Splaiul Independenței no. 313, Bucharest, Romania

ABSTRACT: The COVID-19 outbreak changed the way many Romanian companies perform their business. Due to the restrictions imposed by the government to mitigate the spread of the virus, the employees could not commute to work anymore and had to do their tasks from home. After about two years and a half, since the first restrictions were applied, companies in various sectors were asked what the impact of employees working from home was on their performance and how that changed when employees returned to their offices. If at the beginning the perceived performance of the business increased, after about one year of working from home the satisfaction of the employees went down and managers need to find solutions to maintain the employees motivated. However, at the moment the employees negotiate differently with an average of two days per week working from home, instead of full time in the office and the management of the companies considers that the performance is similar to the one before the pandemic but the costs for the companies are better controlled.

KEYWORDS: work from home, business performance, employees' motivation

Challenges for Banks' Human Resources

Corina Ionela Dumitrescu, Adelina-Elena Stan, Cristina Simion
University POLITEHNICA of Bucharest, Splaiul Independenței no. 313, Bucharest, Romania

ABSTRACT: In the current context, the banking sector in Romania had to adapt its policies and strategies in the field of human resources management to continue to be a competitive environment in the labour market. The measures and strategies adopted in this area have aimed to create the link between business decisions at the level of each commercial bank and how the human resource has adapted to the new requirements. Digitalization, recruitment, reward and legislative changes were just some of the main challenges that commercial banks also had to overcome in terms of human resources. This article is meant to present the main trends in human resources in the Romanian banking system and how it managed to cope with the main challenges.

KEYWORDS: banking system, human resources, digitalization, HR management

Analysis of Organisational Stress

Loredana-Cristina Dumitriu (1), Iuliana Grecu (1), Lida Cardenas Fonseca (2)

(1) University POLITEHNICA of Bucharest, Splaiul Independenței no. 313, Bucharest, Romania

(2) Central Reserve Bank of Peru, Jr. Sta. Rosa 441 Lima, Peru

ABSTRACT: The aim of this study is the detection of stress in a company in which the main object of activity is landscape maintenance activities. To check the validity of the hypotheses and to achieve the objectives, the following instruments were applied: Cohen Williamson Questionnaire to determine the level of stress; Holmes and Rahe Stress Scale Questionnaire to determine the stress factors; General Questionnaire: a place of work and health to determine the effects of stress. The results of this study showed that there is a high level of stress at the company level, but we believe that occupational stress can be kept to a minimum if employees are informed about this issue by implementing the proposed solutions.

KEYWORDS: stress, questionnaires, Cohen Questionnaire, Holmes and Rahe Questionnaire

Continuous Updating of University Regulations

Mihaela-Nicoleta Dinu (1), Nicoleta Căruțașu (1), Vasilica-Cristina Iociu (1), George Căruțașu (2)

(1) University POLITEHNICA of Bucharest, Splaiul Independenței no. 313, Bucharest, Romania

(2) Romanian American University, 1B Expozitiei Blvd. Bucharest, Romania

ABSTRACT: A separate legal entity among employers in Romania is the higher education institution (HEI), which not only trains future employees, the qualified work resource, but is also an employer. The HEI exercises its mission assumed by the act of establishment, that of organizing the educational process in quality conditions, ensuring its functioning independently of any ideological, political, or religious interferences. Moreover, the university's complexity is governed by the principle of university autonomy, regulated not only by the National Education Law (2011), with subsequent amendments and completions, but also by the fundamental law of Romania, the Constitution of Romania, republished, which states that the university autonomy is guaranteed. The framework for selecting candidates for vacancies in HEIs in Romania is presented thoroughly, followed by a case study of a hiring contest in one of the main Romanian HEIs.

KEYWORDS: human resources, recruitment, selection, higher education institution, law

Innovation and Competitiveness Toward Twin Transition

Bogdan Fleacă (1), Svilen Kunev (2)

(1) University POLITEHNICA of Bucharest, Splaiul Independenței no. 313, Bucharest, Romania

(2) University „Angel Kanchev”, Studentska 8, Ruse, Bulgaria

ABSTRACT: Given the current prospects of decoupling economic prosperity as far as possible from environmental deg-ration, there is a great emphasis on the transformation of national economies toward twin transitions (i.e., green, and digital changes). The backbone of this transition is innovation in the public and business sectors which leads to increased competitiveness of the countries' economies and therefore supports the member states' progress towards more sustainable growth models. The paper aims to analyse two countries of the EU (i.e., Romania and Bulgaria) and their progress concerning innovation factors and competitive drivers which are contributing to the twin transition. The research took advantage of two trustworthy assessment tools (i.e., European Innovation Scoreboard, and World Competitiveness Index), highlighting the structural vulnerabilities which frame their attempts toward a fair, green, and digital transition. Finally, the authors shared their views on the need to concrete measures in the areas of interlinked actions (i.e., economic, environmental, and social concerns) to overcome structural vulnerabilities and boost sustainable growth models.

KEYWORDS: green and digital transition, innovation, competitiveness