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# EFFECTS OF LEADER APPROACH IN THE RECONFIGURATION OF SOCIO-ECONOMIC STRUCTURES IN THE RURAL AREA

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**Abstract:** *This article is the result of secondary analysis of data obtained from a research based on the partnership between the University of Craiova and the Chamber of Commerce and Industry of Dolj County. The information obtained was placed in a wider context, in which there were added the specific influences of globalization and Romania's membership of the European Union. The main objective of the research was to identify the employers' requirements regarding the quality of human resources. Empirical exploration of the attitude of jobseekers revealed a high level of mismatch between employer searches and what is identified on the labor market. Also, you can see the need to prepare those looking for a job in order to attend the job interview with the best chances. The study we refer to in this article shows that professionalism is not enough for a job, looking for the specific skills and personality traits of the candidates, which often provide the score that makes the difference between the candidates. In such a context, the repeated failures of the applications, the low number of jobs and the low remuneration in relation to the European labor market will favor the renunciation of the personal development and the search for professional alternatives abroad, even if activities below the qualification level are performed but are generating higher incomes. The temptation of immediate income becomes stronger than the desire to build a career, which will have negative consequences in the long term.*

**Keywords:** *labor force, labor market, emigration, employers, professional skills*

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## Introduction

The labor market in developing companies is affected by a number of complex factors that influence the supply and demand of jobs in different ways. The economic competition involves a double investment: in modern technology, competitive machines and equipment, on the one hand, and on the other hand in labor resources. If in the first case the choices are easy and conditioned only by the relationship between the quality of the products provided to the customers and the price, that is, the

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potential profit, in the second case the entrepreneurs are facing difficult choices related to the quality of the employees. Migration is one of the phenomena that affect the labor market in Romania and which will make the selection process of labor resources more difficult, as people with high qualifications are prone to emigrating even though they have qualifications in the fields sought on the labor market.

The present article deals with aspects related to the employers' searches on the labor market and the degree of correspondence between the demand and the existing supply, provided that the emigration alternative is permanent. In this context, the opinions of 106 representatives of some companies from Dolj County, either employers or representatives of human resources departments, are analyzed. Opinions were asked regarding the professional qualities and traits of character or personality followed in the employment interviews, the fluctuation of the work force, the satisfaction with the training of the employees and the predisposition to collaborate with other institutions in order to increase the quality of the human resources or to employ trained persons prior to the job interviews.

Such an approach aims to understand the needs of employers and the possibilities of recruiting and maintaining human resources in the conditions of the tendency of Romanian employees to emigrate, regardless of the conditions in the country of destination. An interpretation of the employers' opinions from the point of view of the tendency towards emigration is a consequence of the main cause of the fluctuation of the labor force indicated by the employers who participated in this study.

## **Theoretical explanations of labor migration: in what conditions does an employee give up a job in favor of migration?**

The characteristic phenomena of the labor market can be explained by limited references only to the supply and the demand on the labor market, on the one hand, and on the other hand, phenomena that contribute to the context in which the exchanges between the stakeholders are manifested can be connected.

Many countries, including Romania, are affected by the migration of the working age population. Wage differences are the main reason for migration, but this approach is not sufficient to understand the whole complex of causes that favor the displacement of the labor force. Samuel A. Stouffer (1962: 314) explains migration through "intervening opportunities", which suggests that more opportunities in other societies attract the population from a less developed country. In our case, we are talking about the number of opportunities and not their quality. Everett S. Lee (1966: 47-57) identified four "sets of factors". Thus, the causes are known and understood by emigrants, but in many cases they have information mediated by other people. In the adoption of the emigration decision the way in which the advantages and disadvantages of emigration are balanced.

In this article we seek to explain the decision of emigration from the perspective of the Romanian employers who try to manage human resources inclined towards high

professional mobility. Usually the economic causes predominate, but in reality, the explanations are much more numerous and complex (Arango, 2000: 290).

More complete explanations resulting from the analysis of migrant networks, which allow multiple approaches, are much more complete. Authors such as Guarak and Caces have identified 12 approaches to this analytical perspective (1992: 167). By analyzing the networks of migrants, the limit imposed by the economic references is exceeded and it places the emigrant in a network of migrants that emphasizes his personality characteristics.

No less important for carrying out this study is the perspective of social capital analysis (Massey et. al. 1998 p.170). The network supports the immigrant to integrate socially and get a job. From the perspective of this analysis, we appreciate that the network has become a specific form of social capital that attracts new recruits. This “attraction” compensates for the area of ignorance that the migrants assume. If the aspects are known in the area of origin (Lee, 1966: 47-57), in the destination area the information is provided by the network of emigrants. This information will describe the existing opportunities and will favor the emigration strategy as a form of social success.

Starting from the information that the fluctuation of the labor force is largely due to the possibility of employment abroad, which favors migration and social integration at an early stage, we consider that, in the light of some explanatory theories of emigration, we can refer to the multitude of opportunities in a society as the main factor of emigration. Thus, having a job with income that does not allow economics, but only ensures a satisfactory standard of living by the standards of the country of origin, will not be a factor of retention compared to the emigration perspective, even in positions with a low level of social prestige. Multiple opportunities provide first and foremost the feeling of security for those who choose to emigrate from a society where job loss can be a personal tragedy, and in that society there is little chance of recovery.

## **Statistical perspective analysis of labor force migration**

Theories related to population displacement in different geographical areas are confirmed by statistical data. According to the National Institute of Statistics, the young population emigrating from Romania (aged 0-19) has increasing values. It is about young people who are dependent on parents who emigrate permanently. This fact indicates that a good part of the migrants are over 30 years old, are married, have children and decide to migrate permanently. Statistical data analyzed indicate that between 1992 and 2018, the definitive emigration of young children, aged less than 4 years (10.82% at national level), with 25.96% of children aged 10-14 years, increased; with 45.35% of young people between the ages of 15-19 years. Only in the 5-9 years age segment there is a decrease of 7.80%.

The young people who integrate in the age category 20-29 years old are a category of age whose emigration has decreased. In the case of those aged 20-24 years, the decrease between 1992 and 2018 was 70.84%, and for those in the 25-29 years age group the decrease was 37.04% for the same time interval. It is found that in this period of life there is a lower tendency to migrate permanently, probably due to the completion of

studies and the initiation of a career. The peak of migration of young people in this age category is the year 1992. Trends followed by migration flows, according to age groups, show that in the first part of the studied time period (1992-2000) the tendency of emigration of very young people predominates.

For the age category 30-39 years we attend different flows depending on the two age categories (30-34 years and 35-39 years): in the case of those between 30-34 years the trend was decreasing, being in 2018 with 10.19% lower than in 1992. In contrast, for the 35-39 age subgroup, the trend was increasing by 24.04% in 2018 compared to 1992.

The next age group, 40-49 years, is characterized by the tendency of increasing emigration. Statistical data shows that people aged 40-44 migrated between 1992-2018 with 54.28% more, and people aged 45-49 migrated over the same time period with 61.89% more.

The last age group for which we identify the tendency to increase emigration is made up of people aged 50-54 years, where the values were 6.32%. In the case of the other age groups, there are no significant data due to the relatively small number of people who have emigrated.

Trends from the statistics suggest that persons who emigrate permanently are of mature age (35-49 years) probably family and children. It seems that people who fall into this age category have higher needs than financial interests. This period of life includes those who have made a career and have a certain level of income. The definitive emigration marks the weakening of the links with the country of origin, the community and the family from the country of origin and the assumption of the citizen quality of the country of destination. This decision cannot be reduced to economic needs. It is due to a series of needs valued to the extent that they can be met by immigrants: stability, safety, child protection and the multitude of opportunities in the country of destination. Temporary emigration is recorded in statistics for the period 2012-2018. Trends show that the tendency of emigration is higher in the age categories 30-39 years (156.57%), followed by the age category 40-49 years with an increase of 151.029%.

In the seven years included in the statistics, the migration trends have reached values between 138.13% and 156.57%, which indicates that the temporary migration has a significant economic component. Comparing the statistical data, we find that in the case of temporary migration we deal with a predominance of economic factors, while the definitive migration indicates the predominance of a system of individual values much more complex than the economic one.

## **Behind the statistics**

Statistical data confirm an existing reality at a given moment. These can be considered numerical expressions of phenomena that have complex causes and are in progress. Maintaining some trends indicates keeping those causes and, depending on the context, the need to intervene.

By comparing the two categories of emigrants, we observe the emergence of new values and attitudes, especially in the case of those who have definitively emigrated:

although the initial decision to emigrate is due to economic considerations, over time, they are replaced by cultural, civilization, politics etc. due to the individual transformations generated by the destination society. Research conducted in recent years in the communities of Romanian emigrants (Goga, 2019: 42-43) revealed the emergence and development of a system of radicalization of the opinions regarding the nationals, manifested through contempt and disregard of the Romanian society. The destination society, which offered them the economic balance, is valued by emigrants at a higher level, and a good part of the emigrants become agents of influence and of promoting the potential existing in the developed countries. The emigrant network will transfer not only social capital, but also different values. By comparing the situation in the developed countries with Romania, the individual values will also be ranked.

This hierarchy also serves as a provider of professional goals. Thus, the job offers from abroad are valued higher by the Romanian employees, being sought and accepted in relation to the hierarchy that each one performs and without reference to the social context or any other arguments pertaining to the community in the country of origin.

The existence of such a value system, accepted by a large number of Romanian employees, affects the labor market in Romania. Recruitment of human resources becomes difficult affected by the high volatility of the workforce. The professionalization and the professional experience acquired at a given moment become skills that will facilitate the emigration process in case of contact with the present value system.

The general data revealed that the labor market in Romania is affected by major discrepancies. In many cases there is a demand for the labor force not covered due to the lack of the required qualifications. Although it is a country that supplies immigrants, in many areas, such as the construction and textile industries, it has resorted to employees from Asian countries. Starting from such a context, the study on which this article is based was conducted. It was desired to identify the problems encountered by the employers in Dolj County. The lack of skilled or inadequate workforce in accordance with the quality standards of employers can be considered paradoxical in a region affected by poverty and economic decline. The migration of the prepared workforce and the inability of the young people to replace them reveal a crisis of the labor resources with certain specific qualifications and characteristics, and the governmental policies for generating new jobs will be affected by the lack of the necessary socio-professional categories.

People looking for a job have a choice between two possibilities: the first refers to employment according to their expectations, while the second alternative is even emigration. Remuneration superior to Romania is a factor of attraction of labor, even if the jobs offered are under the training of the employees.

The social capital formed by the networks of emigrants works as a factor of attraction. From the perspective of the explanations offered by the French sociologist Bourdieu (1986: 241-258) we consider that belonging to a group ensures an exchange of information and recommendations that support the credibility of the candidate emigrating to employers in developed countries. Successful integration models in

developed companies become arguments in favor of labor migration. James Coleman (1988: 98) stated that the functions performed define social capital. The author identified three forms of social capital (1988: 199): “*obligations and expectations, which depend on trustworthiness of the social environment, information-flow capability of the social structure, and norms accompanied by sanctions [...]*”. In the sense of the present research, we note that expectations trust in the information flow, norms and sanctions are the elements that guide the behavior of the employees trying to make a decision regarding their own occupation. Accepting a job abroad has as a substrate the greater confidence in the social success that can be achieved through emigration. The international mobility of mature, experienced work, family and children reveals that trust in social success is based on the opportunities that are already informed by those who have already emigrated and which allow the transfer of social security to children, which satisfactorily explains the acceptance of some jobs that suppose a lower level of preparation than the children.

## Human resource recruitment standards

The data from the study showed that 32.1% of companies lost more than ten employees in the last year, 17.9% lost between one and three employees, 14.1% lost between four and six employees, and 2.7% between seven and nine employees. The reasons for leaving a company are the job offers abroad. A percentage of 47.4% of the respondents mentioned that over time they were affected by the departures of the employees to work abroad. On the second place are the conflicts with the colleagues of service, which shows that in the first case it is a judgment regarding the future opportunities, and in the second case the importance of the atmosphere at the workplace is highlighted.

In the third place is the salary as a reason for leaving the job, which indicates that the incomes obtained are highly correlated with the current level of the Romanian society. The level of wages is followed by the quality of working conditions. These can be factors of retention or rejection of employees. In these conditions, in which over a third of the employers participating in the study mentioned that they lost employees who chose to emigrate for jobs abroad, we find that the process of recruiting work resources is complicated. Thus, for management functions are sought qualities such as decision-making ability, organizational spirit and communicativity. Professionalism is indicated on the fourth position, at a great distance from the first two options. To these requirements are added work experience (56.4%), proven skills (46.2%), professionalism due to the knowledge acquired over time (44.9%) and the general intelligence level (43.6%). The diplomas and certificates of proficiency held were indicated by 32.1% of the respondents, and the health status by 30.8%. Advanced knowledge of two or more foreign languages and the use of the computer are also factors that influence the selection process, as well as the possession of the driver's license and the availability to travel around the country. This combination of factors reveals that the qualities that can be proven practically and not by evidence demonstrating a certain theoretical and institutional preparation are sought.

In the case of execution functions, adaptability (39.74%), professionalism (39.74%) and intelligence (37.18%) are sought, which indicates that the specific dynamics of an execution job also implies certain adaptations of the personnel. Added to these are proven skills (53.8%), work experience (48.7%), professional performance (44.9%), professional results (39.7%) and physical ability (32.1%). The ability to use the computer, knowledge of a medium or satisfactory level of foreign languages and the driving license contribute to the assessment of the submitted applications.

The rejection of the candidatures for a position is most often due to the lack of necessary studies (24.62%), the lack of seriousness (10.77%), the lack of professionalism (10.77%) and the lack of interest and motivation (10.00%). Another dimension of analysis concerns the causes that determine the dismissal of some employees. Several causes have been invoked by each employer, depending on the experience of each company: firstly there is the non-observance of the service tasks (44.9%), the non-involvement in reaching the company objectives (32.1%) and the unmotivated absences (25, 6%). A general profile of the sought employees is that of men aged 35-44 from the urban area, with over 10 year's professional experience. It is found that the mentioned interval is almost similar to that of the persons who emigrate definitively from Romania.

Candidates with the best professional knowledge were graduates of master's and bachelor's degrees. Also, candidates who are active at the time of application and from other companies where they have worked without interruption are appreciated. The main factor of employee retention and motivation is the increase of salaries and material bonuses (bonuses, rewards, commissions, etc.). The second measure is the creation of an attractive working environment, and the third measure is the qualification, retraining and implementation of practical training programs. The estimations regarding the Romanian labor market are predominantly pessimistic. Almost half of the respondents (46.2%) mentioned that they need assistance in identifying the necessary workforce, and 30.8% mentioned that the workforce is insufficient. Stakeholders have not made the necessary efforts for a necessary labor market, and those in need of labor are not sufficiently supported. As a result, half of the respondents indicated that the labor market will have a negative evolution.

The statistical analysis of the collected data revealed that the respondents' opinions are influenced by the following factors: the personality traits, the knowledge of the profession at the time of employment and the reasons for which employees were dismissed in the past. This perspective describes the fact that, in the first place in the searches of the employers, certain personality traits of the candidates are appreciated. From this point of view it is observed that there are two dimensions that underpin the analysis: the first refers to personality traits and morality, and the second to the level of professionalism and experience. The extent to which candidates are able to comply with the requirements of the two dimensions is influenced by multiple elements, but the need to cultivate certain traits, behaviors and attitudes can be satisfied by developing a training and instructions system.

## Conclusions

Through this article we explored the relationship between the Romanian labor market, the possibilities of the entrepreneurs to recruit the necessary human resources according to their own standards, the influence of emigration and the choices that Romanian employees can make in different contexts.

The main conclusion of the study is the increasing migratory flow is due in part to phenomena such as those resulting from the study. Thus, the standards required by the employers are close to the western ones. It is required character traits, proven professionalism, uninterrupted activity, work experience, computer operating knowledge, foreign languages, etc. But the difference between the countries and the lower competitiveness of the Romanian economy generates lower incomes. Part of the profit of the companies operating in Romania, regardless of the origin of the capital, is due to the lower labor costs. In such a context, in which the capital flows from different countries are different, and the human capital tends to be equalized in value, at least in certain fields of activity, we assist in the development of migrant networks and the increase of the influence of social capital, which will favor labor displacement. The retention of highly qualified workforce is increasingly difficult, given that the job provides only a part of the needs. For middle-aged people, who have family and children, the education of children, health services, existing opportunities, etc. are important. As described in this article, opportunities play a significant role in the decision to emigrate.

Emigration is in fact a component of a vicious circle made up of wage differences, reduced economic and professional opportunities, the precariousness of the medical system and the action of the networks of emigrants. Solving the problems generated by such a context requires a complex action to fill the differences of opportunities.

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