

Employing human resources in banks

Ala ROLLER*, Aliona ZUBIC **

Abstract

The main objective of human resource management is to provide abilities and experience in this field, so as to achieve optimum performance and reliable, using the most appropriate methods. Human resource management involves continuous improvement activities of all employee's patrimonial entity in order to achieve organizational goals and objectives.

The banking system of the Republic of Moldova divided into two levels involves hiring specialists in banking with deep knowledge in two directions: one is at the micro level that involves activity and development bank as a separate and independent in its work and macro level implies knowledge the Central Bank activity. People who are recruited are analyzed from many points of view and experience necessary to similar posts. The cashier is necessary to have an educational background in finance or banking or higher education institutions - cycle license. In order to be promoted to the next stage it is necessary to have master's or doctoral bank in administration in finance. To promote the final phase such as branch manager already requires specializations training bank or banking sites. 11 banks active on the market today. Of 22 banks that were active in 1991 are now in liquidation banks: BCA Banconsind; BIID MB S.A.; BCIA VIAS; BC Basarabia S.A.; Banca Guinea S.A.; BCA Întreprinzbancă; BCI Oguzbank S.A. și BC Investprivatbank S.A., and of 19/10/2015 „Banca de Economii” S.A., BC „Unibank” S.A., BC „Banca Socială” S.A. Offer staff is great, the staff demand is quite low.

To streamline the successful management of staff that steps should be taken:

- optimization stations senior managers of the bank;
- stop the expansion and liquidation of units that have major losses in total losses;
- renegotiating contracts with suppliers, centralizing various back-office structure, involving job cuts, increase synergies between different activities and structures to become more efficient and more;
- implementing a new operating model, which will allow increasing the efficiency of processes transactional (back-office).

Contemporary banking systems are influenced by the decisions and requirements for submission to the faithful clientele. International banking was influenced by a financial crisis of great proportions that has left large footprints on the credit activity of most banks, many banks some of which are very large bankrupted the unfairness of granting and management of credit resources. We can say that bank lending is a force strong enough that could prejudice rather large so the entire banking

* Ala Roller, Department „Banks and banking activity“ ASEM, E-mail: ala.roller@yahoo.com

** Aliona Zubic, Department „Banks and banking activity“ ASEM, E-mail: ala.roller@yahoo.com

system and the national economy. Success depends on the volume of lending activity book you get bank profits. Many factors influence lending, most depend on the professionalism bank worker performs its work every day, the most important step remains to have credibility analysis of loan applicants both individuals and legal entities. Boosting lending at present remains evident, each bank granted a number of innovative lending products and most are quite affordable for individuals and businesses. Finding methods to reduce the risks in lending remains a priority for each bank of the banking system in Moldova, where competition for customers is quite tough and attracting them is a good strategy identified and determined.

One of the sectors that can have a decisive role in the economic growth of a country is the banking sector. A bank is defined as an institution that mobilizes funds temporarily available finances and credit individuals and businesses, organizes and carries out settlements and payments in the national economy and relations with other countries, in order to make profits. If the latter is obtained it is an indicator reflecting a problematic activity and requiring major changes or implementation of a structures of the bank's loan portfolio. Consider analysis and research personnel training important because it is a reason that is being sold by benefits not only banks but also those who make its resources in the form of bank deposits.

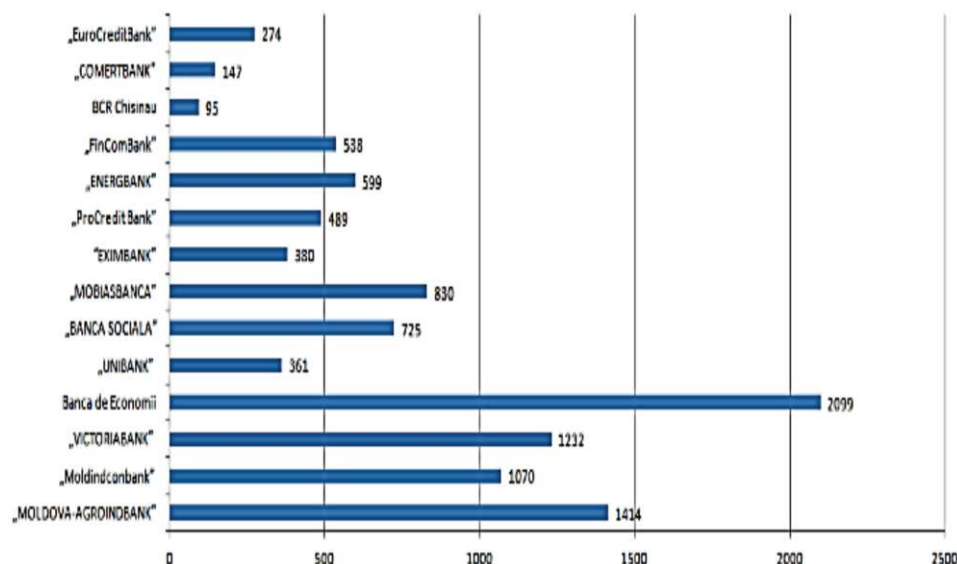
To overcome the shortcomings of such systems and procedures leading to losses from lending, banks must design and implement efficient credit policies and employ / personnel prepare professionally irreproachable discipline that respects these rules. For this it is necessary to have feedback that the bank's management to be informed about the effectiveness of credit quality control process so that the problem be collected and corrected (if possible) over time. For a banking policy lending prove to be useful formulation must meet proper and complete content. Factors determining the organizational structure of the department of credit are: products and services offered by the bank, the bank size and geographical spread, the way of reporting in the department of credit profile of the loan portfolio, related credit control culture, information management system.

At the end of 2015 the total number of subdivisions of banks amounted to 814, of which 289 branches and 525 agencies. During 2015 it was opened 10 branches and 207 agencies and as a result of withdrawing the licenses of the three banks were closed 70 branches and 672 agencies.³⁷

31 December 2015 in the banking sector have enabled 7621 people. In the banking sector in Moldova, according to the situation 30 April 2014, 10 250 employees were working. Most of the employees he had Savings Bank S.A., about 20.47 percent of the total, or 2099 people. In second place by number of employees, was Moldova-Agroindbank S.A. with 1414 employees, followed by Victoriabank S.A., with 1,232 employees.

Thus, the banks are the 3 employees about 46.28 percent of the total employed in the banking sector. Top banks with most employees, developed based on data published by the National Bank of Moldova:

³⁷ Annual Report of NB of Moldova, 2015. Available: // ttp www.bnm.md / files / RA_2015_ro_1.pdf.

Figure 1. Diagram of staff in the banking sector at the end of 2014.

Source: prepared by the author based on the article "3 banks hold nearly half of the Moldovan banking sector staff." [http:// www.bani.md/](http://www.bani.md/)

The ability of any institution fulfilling the strategies and achieve the results projected depend on the efficiency of the organization, improvement and coordination system frames.

Human resources policy banks must achieve four basic objectives:

- efficient organization of personnel;
- optimizing staffing levels and future;
- developing the ability to achieve tasks;
- correlating individual and unit performance objectives bank.

Tasks efficient organization of staff in the current banking system are:

- responsibility positions;
- matching business needs with the skills of staff;
- establish organizational structure;
- establishing personnel structure.

The starting point in human resources policy is to establish the organizational structure bank. The bank's strategy and its operational plans define the means, policies and tactics to achieve those objectives, products and services of the bank and also achieved market position. The Bank organizes its structure functional and operational towards achieving the objectives which it has set so that the organizational structure of a bank will acquire a particular aspect (dependent guidance strategies, the specific products and services and other key factors) that includes bank size, branch network etc. Moreover, there are constant changes in the organizational structure based on the development of the bank and the economic environment in which it operates, which affects the number, structure and staff training.

If predetermined objectives and standards are obviously human resources it is simple, it remains only to conform and study, but if they are applied or implemented new standards must remain as such standards become known each bank employee. Changes cannot be fast, everyone needs time to accommodate the implementation of new standards, but always pursued quality improvement MRU orientation change, for something innovative that would result from implementation.

Remain viable for any improvement in the quality of HRM some rules that you expose:

- the quality of education that we have a job candidate in the bank;
- skills and ability to change quickly to new market requirements;
- full involvement of staff at all levels;
- implying continuous improvement trainings, conferences, round tables, internships abroad, etc.

For banking systems developed strong point is directed toward staff training bank staff internships and resistance to stress of bank activity.

Each bank is ready to select staff on several criteria but the most important remains:

- 1) professional qualities;
- 2) moral qualities;
- 3) resistance to stress.

Since 2011 the company HR Portal is part of the Center for Independent Certification of specialists in Human Resource Management (European Centre of Independent Certification of Human Resource Management Specialists) called EU Centre "HRM-Europe". It specializes in promoting performance standards and the preparation and qualification of specialists in the field of HRM. Representation in Ukraine and the company is called "HR Practice".

But 2011 is the official certification system in Moldova company "HR Portal" by this center is possible to get qualification in accordance with the standards of European countries. If we refer to EU-Centre "HRM - Europe" for 10 years it promotes European standards, the most advanced techniques in the field of HR promoted - independent review, innovations, government programs, publications, etc. EU-Centre "HRM-Europe" has its representative offices in 16 countries authorized in the European areas: Sweden, Germany, Italy, Bulgaria, Romania, France, Spain, Ukraine, Russia, Belarus, Moldova, in total there are 40 countries. It notes that if we refer to the banking system performance in alignment with European standards specialists from banks must pass the certification to European standards.

If we refer to the most important analyzes of the human resources, we highlight:

- development / training of bank staff;
- planning and management of staff;
- ensuring the quality of HRM (human resource management);
- human resource planning;
- leadership;
- human resources management;
- implementation of innovations in human resource management of the bank.

BCR is the leading financial services market in Romania with assets of over 17 billion Euro and most valuable financial brand. BCR is the most important financial

group in Romania that includes in addition to banking services, international operations, leasing, mortgages, private pension fund. BCR offers a full range of services including internet banking system. Erste Group is one of the leading financial market in Central and Eastern Europe, present in 8 countries with over 50,000 employees serving 17 million customers a portfolio.

Chisinau Romanian Commercial Bank S.A. (BCR Chisinau S.A.) is a subsidiary of BCR S.A. (Romania), member of Erste Group (Austria). BCR Chisinau is a universal bank offering all types of clients. BCR Chisinau in Moldova has a network of 3 units and 40 ATMs, which serve about 16,000 customers, both individuals and legal entities. BCR Chisinau is currently in the process of developing new solutions for customers: business loans, loans for the population, cards, internet banking solutions. The purpose of Chisinau Romanian Commercial Bank S.A. It is to provide customers with the best solutions to business prosperity and aspirations.

The number of staff working in BCR can mention that they are no more than 140 people. The Bank recorded losses in 2012 and the bank's new executive Tomas Spurny is tough. About 60 units of BCR bank will be closed until 2014, and 1,600 people will be released throughout the bank. The bank is in a difficult situation especially because of financial problems facing small and medium enterprises which are the most important clients of the bank. Relocation of people, their availability and network efficiency is the most important at present when the bank faces deficiencies in performance.

BCR internship project is aimed at students from faculties and technical and economic aims, on the one hand, to attract young talent to recruit, on the other hand, to develop mentoring skills of bank employees. The program runs during the summer holidays is paid and aimed at both retail and corporate areas and support functions. Throughout the period of practice, participants benefit from the support of a mentor and are actually engaged in the activity functional unit in which they are assigned, the first project they are responsible, in contact with customers and interact with other departments of the bank. Over 15% of participants in 2009 were kept as BCR employees or other forms of collaboration.

Banca Comerciala Romana (BCR) is the largest bank in the banking market in Romania, with foreign subsidiary opened in Moldova with assets exceeding 68 billion (EUR 16 billion) on 31 March 2010 and more than 4.6 million customers. Since 2005 part of Austrian group Erste, a leading provider of financial services in Central and Eastern Europe. Erste Group has over 50,000 employees in 8 countries - Austria, Czech Republic, Slovakia, Romania, Hungary, Croatia, Serbia and Ukraine. BCR's network covers the entire territory of Romania, with 665 retail branches and agencies and 48 corporate commercial centers. At the end of 2009, BCR had about 9,000 employees.

Staff should be restructured or must leave, those who remain must regain in other specific activities of commercial banks. Improve efficiency of banks must include: network resizing and relocating some units more efficient allocation to areas that have growth potential, existing human resources, streamline flows to reduce operational expenses.

Measures may take the banks on the efficient management personnel are:

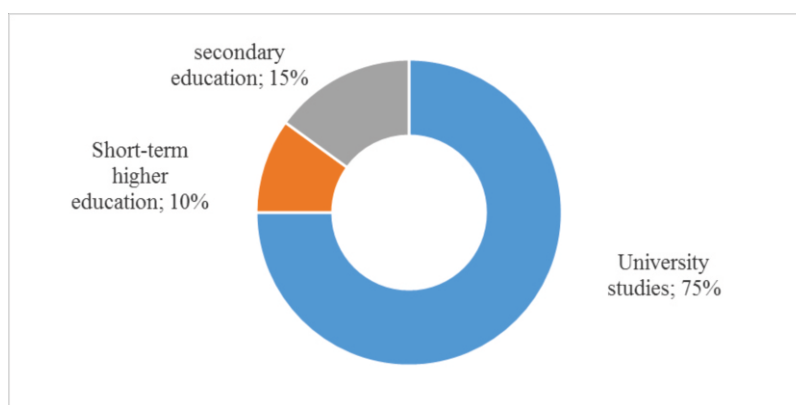
- cancellation or reduction of bonuses because they are linked to achieve profitability;
- bringing consultants is complicated because it requires time, but this time the

losses are enormous;

- streamlining stations senior managers of the bank, cutting benefits;
- stop the expansion and closure of inefficient units that have major losses in total losses;
- renegotiating contracts with suppliers, centralizing various back-office structures, involving job cuts, increase synergies between different activities and structures to become more efficient and more.
- implementation of a new operational model, allowing us increase the efficiency of transactional processes (back-office type).

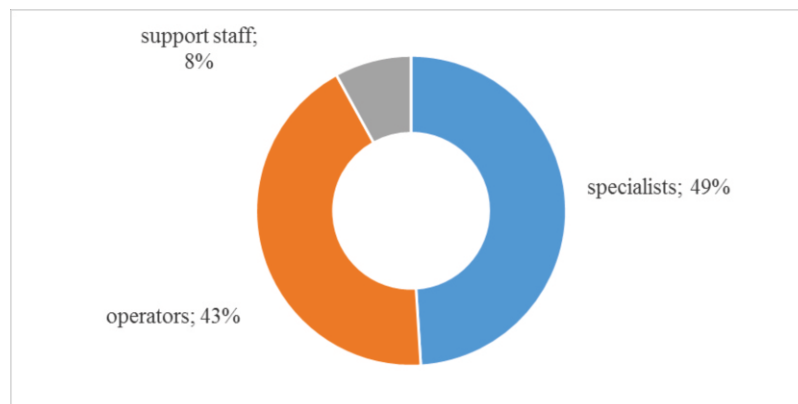
If we refer to BC "Victoriabank" S.A. 31 December 2015 the total number of employees was 1248 persons. After studying the structure of banking staff it is as follows:

Figure 2. Structure of staff in 2015 after studies.



Source: prepared by the author based bank's annual report "Victoriabank" S.A. 2015. Available: <http://ww.victoriabank.md>

Obviously it remains that the bank is important as the skills of their being permanently growing, and to increase the level of professional competence of every employee at work, while all these ratings should be considered together with customer satisfaction bank to and service to product quality and services offered by the bank.

Figure 3. Structure of specialized personnel by category, 2015.

Source: prepared by the author based bank's annual report "Victoriabank" S.A. 2015. Available: <http://www.victoriabank.md>

To become a bank Chapter HR performance are enhanced discipline in work, increase employee accountability, quality and efficiency at work, according to ensuring effective advancement, compensation and appropriate employee motivation, orientation toward overcoming the expected performance.

The move to a profound restructuring of the national economy based on efficiency and profitability, returns a very important role human factor. Component of economic growth, employment has a dual affiliation: on the one hand the sphere of demography, on the other hand the economic sphere, adapting and shaping it according to the laws of both areas. Development of the theory and practice of human resources management requires understanding the role as full and peculiarities of human resources within the bank.

Bibliography:

- BIRCĂ, A. Managementul resurselor umane. Chișinău: ASEM, 2005, p.45.
- GOGU, Nina. Satisfacția în muncă a angajaților. [online]. [citat pe 30.05.2016]. Disponibil: <http://www.upm.ro_facultati_si_departamente>.
- Manual de bune practici în managementul resurselor umane. Proiect cofinanțat din Fondul European prin Programul Operațional Sectorial Dezvoltarea Resurselor Umane 2007-2013.[online]. [citat pe 03.03.2016]. Disponibil: <http://www.Hr-club.ro/portalhrclub/>.
- Certificarea resurselor umane la standardele europene. [online]. [citat pe 12.03.2016]. Disponibil: <<http://www.Hrportal.md/ro/certify>>.
- Raportul anual al BC "Victoriabank" S.A. pentru anul 2015 [online]. [citat pe 11.06.2016]. Disponibil: <<http://www.bcr.md>>.
- Raportul anual 2015 BNM. [online]. [citat pe 11.06.2016]. Disponibil: <<http://www.bnm.md/publicatii>>.