

CASE STUDY REGARDING HUMAN RESOURCES ANALYSIS AT A GAS CYLINDERS DISTRIBUTION COMPANY

Cristina Mihaela NAGY
Corina Cristina CHIRA-SABĂU
Adela Suzana COLȚA

***Abstract:** Involved in the overall diagnostic analysis of the entity, human resources have a special role in ensuring its performance, and its modification is manifested in a wide range of economic and financial consequences. In theory, a good situation is estimated if the share of employees aged between 25-54 is equal to the sum of the shares of those under 25 years and over 55 years, being conditioned by the adjacency of the share of the last two categories. Profitability defines the ability of a company to make profit from the activities it carries out.*

***Keywords:** Human resources analysis, work productivity, Profitability*

INTRODUCTION

The role of human resources has seen an impressive change in the last decades, if 20 years ago the role of human resources people was rather an administrative one, consisting of recruiting the workforce, calculating salaries and preparing employee files, now it is a strategic one, with specific initiatives to develop the culture of the company and make it known inside and outside it, as well as to ensure those skills necessary for it to achieve its business objectives.

In companies where “the human resources and finance departments work closely together, an impressive increase in profit and a visible improvement in performance indicators could be observed. For these reasons, it is very important for the company to ensure the efficiency of the human resources department. If it works properly, the performance of employees is ensured, and thus the company is on the right track”.¹⁰

10 Baieșu, Marina (2018). Rolul și importanța departamentului de resurse umane în cadrul organizației. Culegere de articole selectivă ale Conferinței Științifice Internaționale „Competitivitatea și Inovarea în Economia Cunoașterii”, 28-29 septembrie 2018, Chișinău, Vol. I, p. 155 (The role and importance of the human resources department within the organization.

In the traditional theory of a company, employees were viewed in terms of how they executed, in a disciplined manner, certain pre-established operations, set machines and technological devices in motion, or performed some activities. This is how the concepts of “workforce” or “manpower” emerged. What was of interest was their ability to implement, according to the rules, the decisions of the leaders. The concept of workforce was defined as “the totality of physical and intellectual skills that man uses in the process of obtaining goods and services”.

The concept of workforce was always used in the singular and designates the ensemble, the mass. The individual, with specific personality, needs, behavior, and visions, is never included in the leaders’ objectives.

Today, people represent a common resource and, at the same time, a key resource, a vital resource, of all organizations, which ensure their survival, development, and competitive success. This reality has led more and more specialists in the field to state that, increasingly, the competitive advantage of an organization resides in its people. Human resources are the only ones capable of producing and reproducing all the other resources available to a company. People represent the active resources of the company because their potential actively contributes to increasing organizational efficiency and effectiveness. Human resources are strongly marked by the *time* factor, necessary to change mentality, behaviors, habits, and so on. The human resource is the only one able to create, not only from an economic aspect, but also from a spiritual, and scientific aspect. Generating new ideas materialized in products, technologies, management methods, new organizational solutions, is the exclusive prerogative of man.

“The scientific approach to human resources has known several stages in its development – from “Homo economicus” (“economic man”) to “Homo intelligens” (“social man”)”.¹¹

Different points of view in the treatment of the employee can be found more and more frequently in the specialized literature, using several notions, such as: “*workforce*”, “*human resources*”, “*human capital*”, and others.

“The concept of human capital was theoretically substantiated in the 1960s by American economists Th. Schultz and G. Becker (laureates of the

Collection of selective articles of the International Scientific Conference “Competitiveness and Innovation in the Knowledge Economy”, September 28-29, 2018, Chişinău, Vol. I, pp. 155)

11 Savenco, Silvia (2020). Importanța resurselor umane în domeniul administrației publice. disponibil https://ibn.idsi.md/sites/default/files/imag_file/453-459_0.pdf, P. 453 (The importance of human resources in the field of public administration. available https://ibn.idsi.md/sites/default/files/imag_file/453-459_0.pdf, pp. 453)

Nobel Prize in Economics: first in 1979, the second in 1992). They demonstrated that expenditures likely to lead to an increase in an individual's level of training increase his productivity, and thus increases his future income - hence the name¹² human capital”.

“For any company it is important to consider all the production factors that contribute to the growth and development of the activity of the company in question, these being:

- the work (workforce) – for which we need to determine a diagnosis,
- nature,
- the capital – for which we have to determine a financial diagnosis,
- other production factors”¹³.

The analysis of the human resources structure has the role of verifying the structural balance in the company regarding:¹⁴

- „Age pyramid and seniority in work
- Categories of personnel
- Level of professional training
- Staff versatility in relation to the current staff needs and possible changes in the entity's activity.”

In order to be relevant to the assessment of the size, power, and performance of the company in relation to its personnel, this judgment must be complemented with a structural analysis of the workforce.¹⁵

The structure of human capital after seniority in work¹⁶ “is of inter-

12 Cerna, Silviu. (2020). Teoria capitalului uman: analiza economică a educației. Disponibil *ECONOMICA*, no. 1-2/2020, <https://oeconomica.org.ro/abstract/559/The-Human-Capital-Economic-Analysis-of-Education-Teoria-capitalului.htm> (Human Capital Theory: Economic Analysis of Education. Available *ECONOMICA*, no. 1-2/2020, <https://oeconomica.org.ro/abstract/559/The-Human-Capital-Economic-Analysis-of-Education-Teoria-capitalului.htm>)

13 *** (2007) „Diagnosticul întreprinderii. Caracterizare generală”, disponibil pe <http://www.cartiaz.ro/> - Carti și articole online gratuite de la A la Z, p. 3 (“Diagnostics of the enterprise. General characterization”, available at <http://www.cartiaz.ro/> - Free online books and articles from A to Z, pp. 3)

14 Susu, Ștefania (2014) „Analiza economico-financiară, Curs pentru învățământ la distanță”, Facultatea de Științe Economice și Administrație Publică, Universitatea „Ștefan cel Mare” Suceava, p.62 (“Economic and financial analysis, Course for distance learning”, Faculty of Economic Sciences and Public Administration, “Ștefan cel Mare” University Suceava, pp.62)

15 Petcu, Monica. (2009). „Analiza economico-financiară a întreprinderii: probleme, abordări, metode, aplicații. Ediția a doua”. Editura Economică. București. p. 130 (“Economic and financial analysis of the enterprise: problems, approaches, methods, applications. Second edition”. Economic Publishing House. București. pp. 130)

16 Novac, Emilia. Abrudan, Denisa. (2010). „Managementul resurselor umane – elemente teoretice și practice”. Editura Eurobit. Timișoara. p. 31 (“Management of human resources – theoretical and practical elements”. Eurobit Publishing House. Timișoara. pp. 31)

est because the length of time in work has influence on aspirations, professional behavior and the status of employees in society”.

“The efficiency of human resources management is a determining factor in increasing the productivity of the organization, but this, in turn, is conditioned, on the one hand, by the skills and abilities that the staff possesses, and, on the other hand, the ergonomic design of the equipment that the human resource uses”.¹⁷

2. CASE STUDY ON THE ANALYSIS OF HUMAN RESOURCES AT BETA SRL COMPANY

The company BETA SRL, with its registered office in Bihor County, has as object of activity the trade with LPG, bottled in cylinders since 2013. The client sells gas cylinders that are left in custody in each locality to different legal entities. Delivery to the customer’s home was also recently implemented, free of charge. Every week the cash is collected, and the stock of gas cylinders left in custody is replenished. BETA SRL company distributes in Satu Mare, Cluj, Salaj, Alba, and Bihor counties.

This case study has as a reference period the interval between the years 2018-2022 and contains data from the economic - financial year, the organizational chart, and the personnel structure, in the mentioned period.

The main elements that we will use in analyzing the human resources dimension of BETA SRL are presented in **Table 1** and are the following:

- effective number of employees,
- average number of employees,
- working time (norm of 8 hours or 4 hours).

Table 1 Effective and average number of employees – Working time

	Description	PERIOD OF ANALYSIS				
		2018	2019	2020	2021	2022
1	Effective number of employees	25	36	59	52	58
2	Average number of employees	27	35	60	50	59
3	Full-time (standard 8 hours)	26	32	55	48	55
4	Part-time (standard 4 hours)	2	3	5	2	4

SOURCE: Own processing of data obtained from BETA SRL

17 Fraszin (Gurău), Mariana (2021). Importanța ergonomiei în managementul resurselor umane. Buletinul Universității Naționale de Apărare „Carol I”. decembrie 2021. P.69 (The importance of ergonomics in human resource management. Bulletin of the “Carol I” National Defense University. December 2021, pp. 69)

In Table 1, we notice that the effective number of employees of BETA SRL shows an upward trend in the first half of the analysis period (2018-2020) and an oscillating one was the second half (2021-2022). The most important increases in the effective number of employees are the one in 2019 when there is an increase of 8 employees, reaching a total of 36 (from the lowest number of 28 employees in 2018) and that of 23 employees in 2020 (when the highest number of employees is reached, respectively 59).

In 2021, the actual number of employees decreases by 7, reaching 52 employees, but in 2022 it increases by 6, reaching a total number of 58 employees.

Also, from Table 1 we notice that the average number of employees owned by the BETA SRL company in the period 2018-2022 shows an oscillating trend.

In 2019 there was an increase of 10 employees (compared to 2018, when the lowest number of employees was registered, namely 27 employees), the average number reaching 37 employees, which continues to grow in 2020, when it reaches 60 (this being the highest average number of employees). In 2021, the average number of employees decreased by 10 employees, reaching 50 employees, but the next year it increased by 9 employees, reaching 59 employees.

Analyzing the data presented in Table 1 it can be noted that in the period 2018-2022, the structure of the employees according to the working time of the BETA SRL company is composed as follows:

- in 2018, out of 26 employees full-time, with a share of 96,30% (working time 8 hours) and only 1 employee part-time, with a share of 3,70% (4-hour working time), being 92,60% lower compared to full-time employment.
- in 2019, out of 32 employees full-time, with a share of 91,43% and only 3 employees part-time, with a share of 8.57%, being 82,86% lower in comparison with full-time employment.
- in 2020 out of 55 employees full-time, with a share of 91.67% and only 5 part-time employees (a share of 8.33%), representing 83,34 less than full-time employment.
- in 2021 of 48 employees, with a share of 96,00% full-time and only 2 employees part-time, with a share of 4.00%, being 92,00% lower compared to full-time employment.
- in 2022 out of 55 full-time employees, with a share of 93,22% and only 4 employees part-time, with a share of 6,78%, being 86,44% lower compared to of full-time employees.

Considering the information presented above, we can conclude that

BETA SRL has:

- on average between 96,30% and 91,43% full-time employees (working time 8 hours).
- on average between 8,57 and 3,70% part-time employees (working time 4 hours).

Analysis of the human resources structure of the BETA SRL company

Due to the changes produced within the main groups of employees, the analysis of absolute changes in the number of employees can be structured by cost centers, by age, gender, qualifications, profession, and by seniority.

Table 2 Number of employees after involvement in work

	DESCRIPTION	PERIOD OF ANALYSIS									
		2018		2019		2020		2021		2022	
		No. of Em- ployees	%	No. of Em- ployees	%	No. of Em- ployees	%	No. of Em- ployees	%	No. of Em- ployees	%
1	The degree of involvement in work										
2	Employees directly involved	18	72,00	27	75,00	43	72,88	36	69,23	37	63,79
3	Employees indirectly involved	3	12,00	3	8,33	8	13,56	7	13,46	11	18,97
4	TESA (support staff)	4	16,00	6	16,67	8	13,56	9	17,31	10	17,24
	TOTAL	25	100	36	100	59	100	52	100	58	100

SOURCE: Own processing of data obtained from BETA SRL

For the period 2018-2022, in Table 2 we have displayed the degree of involvement in work of the employees of BETA SRL company, consisting of the 3 categories detailed as follows:

- Employees directly involved: - drivers, unqualified workers,
- Indirectly involved employees: - maintenance personnel, administrative personnel,
- TESA (support staff): - general manager, sales and distribution manager, economist.

It is noted in Table 2 that in 2018 the structure of employees by the degree of involvement in work is formed of 72,00% directly involved employees (this being the largest share of the employee structure, by degree of involvement in work), 16,00% TESA staff (their share being 56% less than that of the directly involved personnel) and 12,00% of the indirect

staff involved (their share being the lowest, and the difference between the share of this category and that of the support staff (TESA) category is 4%). We observe that in 2019 the structure of employees according to the degree of work involvement consists of 75,00% directly involved employees (the largest share of the structure of employees by degree of involvement in work), 16,67% of TESA staff (the share being 58,33% less than that of the directly involved personnel) and 8,33% of the indirectly involved personnel (being the lowest share, and the difference between the share of this category and that of the TESA category is 8,44%).

It is also noted in Table 2 that, in 2020, the structure of employees by the degree of involvement in work is formed 72,88% of the directly involved employees (this being the majority share of the employee structure), 13,56% of the TESA staff and the indirect staff involved, this year the weights of these categories are equal, both having a number of 8 employees.

Analyzing the following year, 2021, we notice that the structure of employees by the degree of involvement in the work is formed by 69,23% of the directly involved employees (the largest share), 17,31% of TESA staff (the share being 51,92% less than that of the directly involved staff) and 13,46% of the indirect staff involved (being the lowest share and the difference between the share of this category and that of the TESA category is 3,85%).

In 2022, the structure of the employees according to the degree of their involvement in work is formed by 63,79% of directly involved employees (continuing to be the majority share of the structure of the employees), 18,97% indirect involved employees (their share being 44,83% lower than that of the directly involved personnel) and 17,24% of TESA staff (the share being the lowest, and the difference between the share of this category and that of the indirectly involved employees is 1,73%).

We can observe from the data presented in Table 3 that in the period 2018-2022 the structure of the personnel by socio-professional and gender categories of the company BETA SRL is composed mostly of men, the women category being a minority.

The huge imbalance between the number of male and female employees is directly influenced by the specific activity of the company in question, which directly affects the gender distribution of personnel, because of the positions that imperatively determine gender-differentiated employment (for example: jobs in difficult conditions such as lifting or handling gas cylinders, loading or unloading cars).

In **Table 3** we present the five socio-professional categories within the BETA SRL company.

Table 3 Structure of the personnel by socio-professional categories and by gender

	DESCRIPTION	PERIOD									
		2018		2019		2020		2021		2022	
	Professional Category	No. of Employees	%	No. of Employees	%	No. of Employees	%	No. of Employees	%	No. of Employees	%
1	TESA (support staff)	2	8,00	3	8,33	4	6,78	5	9,62	6	10,34
2	ADMINISTRATIVE PERSONNEL	1	4,00	2	5,56	2	3,39	2	3,85	2	3,45
3	MAINTENANCE PERSONNEL	1	4,00	1	2,78	2	3,39	3	5,77	2	3,45
4	DRIVERS	18	72,00	27	75,00	43	72,88	36	69,23	36	62,07
5	UNQUALIFIED WORKERS	3	12,00	3	8,33	8	13,56	6	11,54	12	20,69
TOTAL		25	100	36	100	59	100	52	100	58	100
of which	Women	4	16,00	6	16,67	8	13,56	9	17,31	10	17,24
	Men	21	84,00	30	83,33	51	86,44	43	82,69	48	82,76

SOURCE: Own processing of data obtained from BETA SRL

It can be observed from Table 3 that in 2018 the structure of employees by professional category of the company BETA SRL, which consists of a team of 25 employees and consists of 18 drivers (the majority of the number of employees representing 70%), 3 unqualified workers (who own a share of 12%, being 60% lower than the category of drivers), 2 TESA employees, who have a share of 8%, which is 4% lower than that of unskilled workers and 4% higher than the maintenance employees and the administrative employees, both categories being made up of a single employee, having the same share of 4% in this year (being the lowest).

In 2019, the structure of employees by professional category within the company BETA SRL, consists of a team of 36 employees, 75% of which are drivers, whose share is the majority and has 27 employees, 8,33% of the workers unqualified and TESA, both having the same share and the same number of 3 employees this year (the share being 66,67%

lower than that of the drivers category and 2,78% higher than that of the administrative personnel). This year, the administrative staff has a share of 5,56% and a number of 2 employees, and the lowest share of 2,78% it is owned by the maintenance personnel as in the previous year, having a single employee (weighting 2,78% lower than that of the administrative personnel).

In 2020, the structure of the employees by professional categories of the company BETA SRL consists of 59 employees, of which 72,88% being drivers (the majority share), respectively 36 employees. The category of unqualified workers holds 13,56% and a number of 8 employees (their share being 59,32% lower than that of drivers and 6,78% higher compared to TESA personnel). The lowest share of 3,39% is held by the two categories, namely that of administrative and maintenance personnel, both having the same share and the same number of 2 employees this year, which is 3,39% lower than that of the TESA category, which has 5 employees and a share of 6,78%.

In 2021, the structure of the employees by professional categories of BETA SRL consists of a team of 52 employees and is made up of 36 drivers, category whose weight is the majority and represents 69,23%. A share of 11,54% is held by unqualified workers, respectively a number of 6 employees (being 57,69% lower than that of drivers). With 5 employees and a share of 9,62%, the TESA category has a share of 1,92% lower than that of unqualified workers and 3,85% higher than the maintenance personnel, which accounts for 5,77% of the structure and has 3 employees. The lowest share of 3,85% is held by the administrative staff, which consists of 2 employees, being 1,92% lower than the previous one.

Analyzing the structure of employees by professional categories of the company BETA SRL in 2022, we notice that it consists of a team of 58 employees, 62,27% of which are drivers, with a number of 36 employees who hold a majority share and, it is 41,38% higher than the 20,69% of unqualified workers, which is made up of 12 employees. The TESA category has a share of 10,34% and 6 employees this year (their share being 10,34% lower than that of the non-skilled workers category and 6,89% higher than those of administrative and maintenance staff who each own 3,45% (these being the lowest shares) of the structure and 2 employees.

Also, from Table 3 we observe that in the period 2018-2022 the personnel structure by gender of the BETA SRL company is dominated by male employees (men).

The lowest number of 21 male employees is recorded at the begin-

ning of the analysis period, in 2018 and the highest number, respectively 51 employees, in the middle of the period (in 2020) moment when there is a remarkable rise of 21 employees. In 2021 the number of this category of employees enters a regression area, suffering a dramatic decrease of 8 employees. In 2022, the number of male employees is increased by 5 employees and reaches 48 employees.

The category of employees of the female gender (women) is visibly lower than that of male employees. The female employee category has a number between 4 and 10 employees and a permanent upward trend. The most notable changes in this category are the 2 ascensions by 2 female employees in 2019 and 2020.

Analyzing the data collected in Table 3, we realize the huge gap between the number of male and female employees in the period under analysis (2018-2022), a situation determined by the characteristic of the activity of the company in question, which contributes directly to the gender distribution of personnel.

As an element of the economic potential of human resources, the structure of the personnel by age categories is fundamental, because it allows the appreciation of the employee’s experience.

The age categories of staff within BETA SRL in the period 2018-2022 are presented in Table 4.

Table 4 Staff structure by age

	AGE	2018		2019		2020		2021		2022	
		No. of Employees	%	No. of Employees	%	No. of Employees	%	No. of Employees	%	No. of Employees	%
1	Under 25 years	5	20,00	8	22,22	10	16,95	8	15,38	7	12,07
2	Between 25 and 34 years	13	52,00	10	27,78	9	15,25	15	28,85	13	22,41
3	Between 35 and 44 years	7	28,00	12	33,33	20	33,90	22	42,31	24	41,38
4	Between 45 and 54 years	0	0,00	6	16,67	14	23,73	7	13,46	9	15,52
5	Between 55 and 64 years	0	0,00	0	0,00	6	10,17	0	0,00	5	8,62
TOTAL		25	100	36	100	59	100	52	100	58	100

SOURCE: Own processing of data obtained from BETA SRL

From Table 4 it can be observed that in 2018 the structure of the personnel by age category of at BETA SRL company consists only of three of

the five categories, the company does not have employees aged between 45-54 years and between 55-64 years. However, the largest share of 52% of the structure is held by the category of staff aged between 25-34 (consisting of 13 employees), followed by that between 35-44 years old which is 28% (with a number of 13 employees), which is 24% lower than its previous one. The lowest share of 20% and the lowest number of 5 employees is held by the category of those under 25 years (being 4% lower than that of people aged between 35-44 years).

It can also be observed that the staff structure by age category is composed of five age categories in 2022 compared to 2019 (when the structure consisted only of 4 categories), the new category is that of people aged between 55-64 years. The majority share of 41,38% is once again held by the category of people aged between 35-44 years, which has 24 employees, being 18,97% higher than the one between 25-34 years (which has a share of 22,41% and 13 employees). The share of 15,52% belongs to the category of people between 45-54 years, consisting of 9 employees, which is 3,45% higher than the share of those under 25 years, which represents 12,07% and has 7 employees.

The category of persons between 55-64 years has the lowest share of 8,62% and the lowest number of 5 employees this year, a share that is 3,45% lower compared to the share of the category of persons under 25 years.

In theory, it is estimated to be a good situation if the share of employees aged 25-50 is equal to the sum of the shares of those under 25 years and over 50 years, being conditioned by the adjacency of the share of the last two categories.

According to the data extracted from the personnel structure after the degree of seniority at BETA SRL company from 2018-2022 in terms of personnel classification by age categories regarding the conceptual arguments, it appears that the profile of the company's personnel is a young one, because the category of people aged over 55 and under 25 represents less than 25% of the total structure in the period under analysis, which is, and in some cases, some of these categories are absent (employees over 60 years).

The average coefficient of qualification is determined as a weighted arithmetic average which transposes the relationship between the degree of training (graduation certificate) and the qualification coefficient.

The human side of a company does not only involve a number of employees, but also custom qualifications according to the activities carried out. The assessment of qualification or degree of qualification at the level of a company is based on the principle of the average coefficient of quali-

fication.

In Table 5 we have presented the staff structure by training category of BETA SRL from 2018-2022, which consists only of two categories:

- Category I, the one representing university studies
- Category II, the one representing secondary education.

$$C_{\text{average}} = (a*1 + b*2) / \text{average number of employees per year} = X \%,$$

where: 1, 2 – training category (Education level)

a, b – the number of people related to each training category separately.

$$C \text{ average (2018)} = (5*1+20*2)/25 = (5+100)/25 = 105/25 = 1,80\%$$

$$C \text{ average (2019)} = (8*1+28*2)/36 = (8+56)/36 = 64/36 = 1,78\%$$

$$C \text{ average (2020)} = (6*1+53*2)/59 = (6+106)/59 = 112/59 = 1,90\%$$

$$C \text{ average (2021)} = (7*1+45*2)/52 = (7+90)/52 = 97/52 = 1,87\%$$

$$C \text{ average (2022)} = (10*1+48*2)/58 = (10+96)/58 = 106/58 = 1,83\%.$$

Table 5 Staff structure by training category (level of education)

Category	Training (Level of education)	PERIOD OF ANALYSIS										
		2018		2019		2020		2021		2022		
		No. of Employees	%	No. of Employees	%	No. of Employees	%	No. of Employees	%	No. of Employees	%	
1	II	University studies	5	20,00	8	22,22	6	10,17	7	13,46	10	17,24
2	III	Secondary studies	20	80,00	28	77,78	53	89,83	45	86,54	48	82,76
TOTAL			25	100	36	100	59	100	52	100	58	100

SOURCE: Own processing of data obtained from BETA SRL

From the table presented above, we can see regarding the staff structure by training categories of BETA SRL in 2018 that the majority share of 80% is owned by the personnel with secondary education and only 20% the structure consists of staff with university studies who have a share of 4 times less than those with secondary education.

In 2019, in the staff structure by training categories within the company BETA SRL, the majority share of 77,78% is held by personnel with secondary education, being with 55,56% higher compared to the share of

22,22% of staff with university education.

Analyzing the staff structure by training categories of the BETA SRL company since 2020 , the highest share of 89.83% is held by the personnel with secondary education and only 10,17% have university education, which is 80,66% lower compared to the secondary education category.

In 2022 it can be observed that 82,76% of the staff within BETA SRL company have secondary education and 17,24% of the staff have university education, their share being 65,52% lower than that of the personnel with secondary education.

Following the analysis of the processed information from Table 5, we can conclude that the level of training of the employees of the company in question in the period under analysis (2018-2022) is an average one, an effect of the specifics of the company, which provides positions or jobs (as a driver, maintenance personnel or unskilled workers) that require advanced level of training or higher skills.

The analysis of staff expenditure is carried out by determining the dynamic evolution of wage expenditure in terms of compliance with the correlation between faster growth of average annual work productivity and the increase of the average annual salary.

Table 6 Average monthly expenditure per employee – calculations

	DESCRIPTION	PERIOD OF ANALYSIS				
		2018	2019	2020	2018	2022
1	Total expenditure on employees	604.407	884.369	1.287.800	1.563.470	2.093.850
2	Minimum wage in the economy	1.900	2.080	2.230	2.250	2.550
3	The average wage in the economy	4.162	5.163	5.429	5.535	6.831
4	Effective number of employees	25	36	59	52	58
5	Average monthly expenditure per employee	2.015	2.047	1.819	2.506	3.008

SOURCE: Own processing of data obtained from BETA SRL

From Table 6 presented above, it can be seen that in the period 2018-2022 the minimum wage in the economy shows an upward trend and values ranging from 1.900 lei to 2.550 lei. The most important increases being 8,65%, respectively 150 lei, in 2020, and 11,76%, respectively 200 lei, in

2022, at which point it reaches the highest value so far, namely 2.550 lei.

In the analyzed period 2018-2022, the average salary in the economy has a progressive rhythm and values ranging from 4.162 lei to 6.831 lei.

The most notable changes are the spectacular increase of 19,39%, respectively 1.001 lei, and that of 18,97%, respectively 1.296 lei from 2022, at which point it reaches the highest value so far, namely the 6,831 lei.

If we analyse the minimum wage in the economy as well as the average wage in the economy it can be observed that they have an upward trend in the period 2018-2022. The differences between them are colossal, the average salary in the economy being much higher than the minimum wage during the entire reference period.

The most notable differences between these two types of salaries are 3,285 lei, representing 59,35%, in 2021, and 4,281 lei in 2022, representing 62,67%.

It can be noted from Table 6 that in the period 2019-2022 the average monthly expenditure per employee has a predominant upward trend, showing a decline of 11,15% in 2020, when the lowest value of 1.819 lei is recorded. Starting with 2021, the value of the expenditure registers an increase of 27,40%, followed by another of 16,71%, thus reaching the highest value of 3.008 lei.

Table 7 Rate of expenditure with employees – calculations

	DESCRIPTION	PERIOD OF ANALYSIS				
		2018	2019	2020	2018	2022
1	Total revenue	4.823.782	594.552	1.296.990	8.984.068	1.621.791
2	Total expenditure on employees	604.407	884.369	1.287.800	1.563.470	2.093.850
3	Employee expenditure rate (%)	12,53	148,75	99,29	17,40	129,11
4	Effective number of employees	25	36	59	52	58
5	Average annual expenditure per employee	24.176	24.566	21.827	30.067	36.101

SOURCE: Own processing of data obtained from BETA SRL

Table 7 shows the fundamental economic and financial indicators from the period 2018-2022 of the company BETA SRL that condition the calculation of the rate of expenses with employees.

Thus, it can be observed that in the period 2018-2022 the rate of expenditure for employees is unstable, their percentage being between 12,53%

and 148,75%. This indicator has 2 important rises, namely 91,58% in 2019 and 86,52% in 2022, as well as 2 spectacular regresses, that is 33,25% in 2020 and 82,45% in 2021.

We can observe that in the period 2018-2022 the average annual expenditure per employee has an oscillating trend. The lowest value is 21.827 lei in 2020, which was reached after a substantial decrease of 11,15%, and the highest value is the one recorded in 2022, as a result of the spectacular rise of 27,40% in 2021 and of 16,71% at the end of the period.

Work productivity is one of the most important synthetic indicators of the efficiency of the economic activity of companies, which reflects the effectiveness or fruitfulness of the work spent in the production process.

Work productivity:

- essentially reflects the efficiency of the human resource factor in a well-defined period and space
- is the efficiency with which the production factor called „work” is used.

The annual work productivity is expressed by the average number of employees in relation to turnover:

$$W = \frac{T/O}{\text{average number of employees}}, \text{ where } T/O = \text{Turnover}$$

Table 8 Work productivity – calculations

	DESCRIP- TION	PERIOD OF ANALYSIS				
		2018	2019	2020	2018	2022
1	Turnover	4.823.782	5.945.625	7.916.254	8.984.068	1.621.791
2	Average number of employees	27	35	60	50	59
3	Work productivity (thousand LEI)	178.658,59	169.875,00	131.937,57	179.681,36	27.487,98

SOURCE: Own processing of data obtained from BETA SRL

We can note that in the period 2018-2022 work productivity shows a variable rhythm. The highest value of 179.681,36 lei was recorded in 2021, following a spectacular rise of 26,57%, and the lowest value of 27.487,98

lei was registered in 2022, following an impressive descent of 84,70%.

Profitability defines the ability of a company to make profit from the activities it carries out.

Profitability is calculated using the following formula:

$$W_{PR} = \text{NET PROFIT} / \text{AVERAGE NUMBER OF EMPLOYEES}$$

Table 9 Profitability of work – calculations

	SPECIFICAȚIE	PERIOADA DE ANALIZĂ				
		2018	2019	2020	2021	2022
1	NET PROFIT (LEI)	175.244	221.377	669.424	156.059	1.103.410
2	AVERAGE NUMBER OF EMPLOYEES	27	35	60	50	59
3	PROFITABILITY (LEI)	6.490,52	6.325,06	11.157,07	3.121,18	18.701,86

SOURCE: Own processing of data obtained from BETA SRL

It can be observed from Table 9 that during the entire reference period, 2018-2022, the work profitability of BETA SRL company has positive values and a variable rate. The lowest value of this indicator is 3.121,18 lei in 2021, which is the result of a strong regression of 72,03%, and the highest value is 18.701,86 lei at the end of the reference period, this being the result of the titanic progress of 83,31%.

3. CONCLUSIONS

If, at present, most specialists agree on the importance of human capital and, in this case, intellectual capital, few can explicitly quantify the latter.

The concept of human capital, in specialized literature, can be found using several notions such as: “workforce”, “human resources”, “human capital” and others, but it was theoretically founded in the 1960s by American economists Th. Schultz and G. Becker (laureates of the Nobel Prize in Economics: the first in 1979, and the second in 1992). They demonstrated that spending to increase an individual’s training level increases his productivity and thus increases his future earnings - hence the name human capital.

The present case study has as its reference period the interval between the years 2018-2022, including the pandemic period.

The effective number of employees of BETA SRL company shows an upward trend in the first half of the analysis period (2018-2020) and a downward trend in 2021, returning almost to the level of 2020. BETA SRL

company mainly has full-time employees, namely 8 hours working time (on average between 91,43% and 96,30%), the difference being part-time employees.

In the period 2018-2022, the structure of the personnel by socio-professional and gender categories of the BETA SRL company is composed mostly of men, the women category being a minority.

The major difference between the number of male and female gender employees is directly influenced by the specifics of the company's activity, which directly affects the gender distribution of personnel.

Due to the positions that imperatively determine employment differentiated by gender (e.g.: jobs in difficult conditions such as lifting or handling gas cylinders, loading or unloading cars).

In theory it is estimated to be a good situation if the share of employees aged between 25-54 is equal to the sum of the shares of those under 25 years and over 55 years, being conditioned by the adjacency of the share of the last two categories. In the case of the company under review, the share of employees aged between 25-54 is over 80% for the entire period, which is very good.

The training level of the employees of the company in question during the period under review (2018-2022) is an average one, an effect of the company's specificity, which provides positions or jobs (as a driver, maintenance staff or unskilled workers) that require a level of advanced training or higher skills.

Work profitability within BETA SRL presents positive values and a variable rhythm. The lowest value of this indicator is 3.121,18 lei in 2021, which is the result of a strong regression of 72,03%, and the highest value is 18.701,86 lei at the end of the reference period, this being the result of the tremendous progress of 83.31%

REFERENCES

- *** (2007) „Diagnosticul întreprinderii. Caracterizare generală”, disponibil pe <http://www.cartiaz.ro/> - Carti și articole online gratuite de la A la Z (“Diagnostics of the enterprise. General characterization”, available at <http://www.cartiaz.ro/> - Free online books and articles from A to Z)
- Baieșu, Marina (2018). Rolul și importanța departamentului de resurse umane în cadrul organizației. Culegere de articole selective ale Conferinței Științifice Internaționale „Competitivitatea și Inovarea în Economia Cunoașterii”, 28-29 septembrie 2018, Chișinău, Vol. I, (The role and importance of the human resources department within the organization. Collection of selective articles of the International Scien-

- tific Conference „Competitiveness and Innovation in the Knowledge Economy”, September 28-29, 2018, Chişinău, Vol. I.)
- Cerna, Silviu. (2020). Teoria capitalului uman: analiza economică a educației. Disponibil *ECONOMICA*, no. 1-2/2020, <https://oeconomica.org.ro/abstract/559/The-Human-CapitalEconomic-Analysis-of-Education-Teoria-capitalului.htm> (Human Capital Theory: Economic Analysis of Education. Available *ECONOMICA*, no. 1-2/2020, <https://oeconomica.org.ro/abstract/559/The-Human-CapitalEconomic-Analysis-of-Education-Teoria-capitalului.htm>)
- Fraszin (Gurău), Mariana (2021). Importanța ergonomiei în managementul resurselor umane. *Buletinul Universității Naționale de Apărare „Carol I”*. decembrie 2021 (The importance of ergonomics in human resource management. Bulletin of the “Carol I” National Defense University. December 2021)
- Novac, Emilia. Abrudan, Denisa. (2010). „Managementul resurselor umane – elemente teoretice și practice”. Editura Eurobit. Timișoara. (“Management of human resources – theoretical and practical elements”. Eurobit Publishing House. Timișoara.)
- Petcu, Monica. (2009). „Analiza economico-financiară a întreprinderii: probleme, abordări, metode, aplicații. Ediția a doua”. Editura Economică. București (“Economic and financial analysis of the enterprise: problems, approaches, methods, applications. Second edition”. Economic Publishing House. București.)
- Savcenco, Silvia (2020). Importanța resurselor umane în domeniul administrației publice. disponibil https://ibn.idsi.md/sites/default/files/imag_file/453-459_0.pdf, (The importance of human resources in the field of public administration. available https://ibn.idsi.md/sites/default/files/imag_file/453-459_0.pdf.)
- Susu, Ștefania (2014) „Analiza economico-financiară, Curs pentru învățământ la distanță”, Facultatea de Științe Economice și Administrație Publică, Universitatea „Ștefan cel Mare” Suceava, (“Economic and financial analysis, Course for distance learning”, Faculty of Economic Sciences and Public Administration, “Ștefan cel Mare” University Suceava)

Notes on the authors:

PhD Assoc Prof. Nagy Cristina Mihaela – “Tibiscus” University of Timișoara, Faculty of Economics

Student Chira (Sabău) Corina Cristina – “Tibiscus” University of Timișoara, Faculty of Economics,

PhD Ec. Colța Adela Suzana – TOP TECH SRL Company