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INSTITUTIONAL GOVERNANCE STRATEGIES OF HUMAN RESOURCES IN THE PUBLIC INSTITUTIONS OF THE REPUBLIC OF ECUADOR

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Abstract: *Institutional governance strategies of human resources of public institutions in developed countries are based on the relationships existing between the entity and the human resources it uses, being responsible for the way in which the objectives of the institutions are defined and accomplished, with the help of employees efficiently selected and recruited. Elaborating, implementing and monitoring these strategies in the area of human resources leads to the accomplishment of the main objective of the institution, meaning, serving the citizen in an efficient and effective manner. This paper presents a theoretical study on institutional governance models of human resources in public institutions. The study of these strategies leads to the possibility of adapting them, for being utilized by public institutions in the Republic of Ecuador. The purpose of this research is to propose an institutional governance model regarding human resources management, adapted to the culture and traditions of this country that could be a useful instrument for managers and administration councils of public institutions.*

Keywords: *human resources, institutional governance, inventory, management, strategies.*

1. INTRODUCTION

The achievement of institutional objectives takes place by building an efficient institutional governance environment, the policies of which are followed by the entire team made by managers, employees and external environment. The way in which the team will put into practice institutional strategies leads to the long-term organization success, one of the essential factors being the strategy for using human resources. Within this context, the focus is on the way in which the process of efficient human resources management is conducted, with all its aspects: economic, political and social [9]. From an

economic perspective, it is necessary to harmonize working procedures with the existent legislation, as well as to modernize the remuneration systems, to professionalize human resources as far as competence is concerned. The political aspect is fulfilled by decentralizing and ensuring flexibility of public services, directing them towards competitiveness between the public and private sector, initiating, applying and monitoring reforms of technological modernization.

The social aspect regards improving the relationship between employees and management and measures for developing individual responsibility within working teams

[8]. At the same time, employee satisfaction becomes a major aspect, in the context of achieving her/his objectives, as an important indicator of organization success [7]. The strategies elaborated within the framework of a well-performing management include the management of human resources, with all the components: policies, culture, value and practices [10].

2. CONTENTS

Human resources management is directly linked to the organization performance, reason for which it should be treated as a strategic priority [5]. In developing countries, innovative management of human resources in public institutions is somehow limited by the legislation framework. However, for fulfilling the requirements of an efficient management, strategies can be elaborated in order to modernize and adapt it, according to the international norms for development. These guiding lines have the role to integrate human resources management in the institutional management, determining the public institutions to build their own institutional governance policies [11]. Obtaining the adherence of the entire personnel to fulfill the tasks that lead to reaching the intended results, represented by general and specific objectives, will ensure a climate of participation and capitalization each employee's potential. The manner in which the manager will know how to use the existing human resource's potential, his decisions and actions will always have an effect on the nature of the relationships between the organization and its employees, leading them to success or failure [2].

3. METHODS

The strategic administration of human resources is built on the framework of institutional governance, with policies, instruments and procedures that lead to the development of a tight connection between the two factors, the employed human resources and the performances expected of them[4]. At the same time, one should take into consideration the fact that, adopting without a prior analysis of standardized governance

strategies in this field can be considered, by the employees, as being ineffectual and difficult to implement. These can be perceived as an obstacle for innovation, and the manner or organizing operational structures and procedures, as bureaucratic and lacking diversity [12].

In addition, applying inadequate governance strategies for human resources leads to the current reality, meaning that, although unemployment rate worldwide is high, employers experience a lack of candidates with the necessary experience and aptitudes for occupying critical positions; there is an emerging trend of introducing, in the human resources strategy, distinct policies regarding the remuneration of human talent [10], for additional compensation of performance.

The role of developing human resources strategies [6], in a competitive environment can be analyzed from the perspective of the way in which the manager – employee relationship is built, on common action lines. These concern: 1) ensuring workplace safety, through the elaboration of policies for reducing incidents by appropriately instructing them, as well as the administration of physical risks and compensations for health loss, through health insurance; 2) personnel selection and employment with the help of programs related to the promoting policies of the organization, for recognizing the competencies of the already employed personnel; 3) continuous training and development of employees competencies as well as of additional competencies, which constitutes an important factor in the evaluation and promotion processes; 4) using adequate payment programs, focused on competence and performance, with additional incentives for talented employees, by introducing in the organization policies criteria for performance evaluation and, according to these, granting benefits for talented employees, within the framework of current budgetary constraints; 5) personalizing the relationship between manager and employees, by using specific measures of creating a closer connection, in order to create a team with shared interests, the entity and the employee having common goals.



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4. RESULTS

We propose a model for building an environment favorable to the institutional governance of human resources, for public institutions in the Republic of Ecuador. It implies the implementation of three strategies, generic details on the main action lines for each of them being presented below:

4.1. Human potential strategy, focused on capitalizing on human resources, in order to raise awareness on achieving institution objectives, by teams, manager and employees. The action lines taken into consideration for this strategy refer to, on one hand, actions regarding the employee, and on the other hand, actions regarding the manager. The actions regarding the manager include: elaboration of personalized methodologies for recruiting, selecting, employing and promoting personnel, with details on establishing recruitment criteria, selection tests, negotiating contracts and control of compliance with work ethic rules, inventory of needed/existent positions, their description and analysis, elaborating the job description model; elaborating and adopting policies for ensuring the permanent existence of efficient human resources, by creating a data base of own employees including their qualifications and professional level, professional experience, other relevant data, possible preferences for working in a certain area/position/job; listing external recruiting sources, public or private agencies for having immediate access, if needed, to another potential employee.

The actions regarding the employee concern the way in which she/he, through her/his actions, shows willingness to actively contribute to the future development of the institution. The organization can elaborate policies for ensuring knowledge and

compliance of work ethics, for maintaining an efficient work environment, programs for analyzing work quantity and quality by: standardizing the quantity of work, establishing the minimum time necessary for performing each task; standardizing the quality of work, establishing evaluation criteria for the quality degree of the tasks performed.

4.2. Technological strategy, focused on developing employees potential and aptitudes, in order to increase their efficiency level in the case of a future introduction of new competitive technologies. In this context, the main action lines of the manager concern establishing the institutional vision, strategy and objectives, medium and long-term, establishing personnel policies adequate to the institution purposes, which are further transposed into actual working tasks, recorded in the work contract and job description; determining specific evaluation criteria for employees' professional performances and analyzing the possibilities for future extension, if needed. Policies regarding capitalization on human resources can be developed, by drawing a promotion and remuneration plan, according to the employee's innovative contribution to the increase of productivity; policies for incentivizing employee talent, by drawing a plan of granting financial benefits (promotions, salary raises) or non-financial (granting diplomas, public mentions of the employee's contribution, others).

4.3. Work environment strategy, focused on improving work conditions and eliminating stress. Within this strategy, the manager's role is to evaluate work conditions, both through ensuring employees health in a specialized environment, preferably through medical consulting offices that serve the institution, as well as through ensuring an adequate, familiar space for recreational activities and drawing

common recreational programs for managers and employees.

The actions regarding the employee concern policies on consulting employees, with the help of questionnaires, on possible ways of eliminating stress and implementing adequate measures. Relaxation programs can be introduced, such as: opening gyms and massage rooms, special spaces where they can listen to ambient music, dancing rooms, exhibitions with employees' or their family members' artistic products, others.

4. CONCLUSIONS

Performance indicators for public entities activity can include organizational culture, improving decision taking, information sharing, human resources retention, safety, absenteeism, satisfaction or workplace complaints [1]. The implementation of successful strategies concerning corporate governance of human resource in public institutions shows its results through the way in which it manages to create and maintain a pleasant and motivating workplace for the internal participants which is, at the same time, competitive in relation to the external environment.

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