

## **MANAGEMENT OF UNIVERSITY HUMAN RESOURCES IN ISRAEL**

For centuries, society has taken steps to start training for staff management specialists. This new type of professional activity was perceived only as a management (leadership) of the people in the enterprise. Leadership defines the key directions of enterprise development: the need to ensure the quality and relevance of development standards, the focus on the future needs of the economy, the mandatory expertise of the professional community. It is noteworthy that so far many managers and management specialists at different levels do not distinguish between staff management as an independent type of professional activity and management as business-process management within organizations. At present, the social phenomenon "staff management" has been declared as a type of independent professional activity and as a mechanism for implementing the staff policy of the state and of the organizations. The aim of the research is to develop, investigate, assess the implementation and estimate spiritual values in educational management to improve decision-making capacities in the university system in Israel.

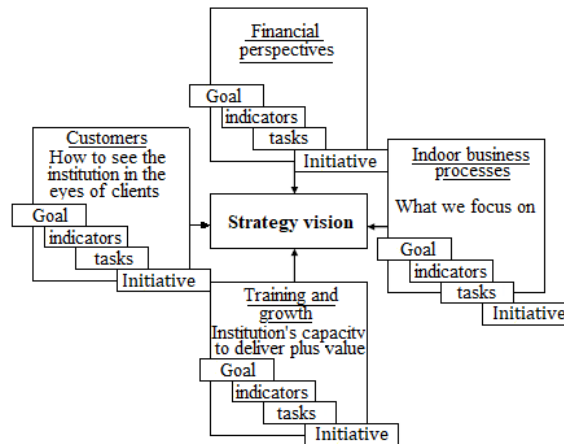
The culture and philosophy of an enterprise is based on an understanding of the concept of organizational climate that precedes the existence of a group culture (Schein, 1992) [11]. In short, the climate refers to "the psychological environment in which individual behavior occurs" (Trice and Beyer, 1993, p. 19) [6]; "A perception of the organization's working environment that is descriptive rather than evaluative" (Joyce and Slocum, 1984, p. 21) [7] and "the internal environment of the organization that a) is felt by its members, b) influence the behavior, c) can be described within the values of a certain set of characteristics (or attributes) of the organization" (Tagiuri, 1968, p. 27) [11]. There is no definitive definition because we are talking about a social "convention" that "once created [...] acquires its own power and acts as a very restrictive element of individual behavior" (Fink and Chen, 1995, p. 29) [1; 3].

The realization of any scientific research work implies implicitly the combined application of a number of research and process techniques, through which the researcher tries to get the maximum conclusions from his previous research, completing his own experiences and results, for formulating a final conclusion on the subject under consideration. In order to achieve the objectives, we used the classic instrument of scientific research, based on analysis and synthesis, to which we have added and used to a great extent the study of comparison, analysis and substantial and pertinent studies on the main ways of motivating and improving the training activity both nationally and internationally [12]. Research results are presented using tables, figures and graphs. The theoretical information underlying the scientific approach was taken from bibliographic and specialist papers.

Because as a manager in a public institution, the possibilities of material motivation / reward are very limited, reduced to the award of an annual salary, possible quarterly awards, incentives from additional attributed but not high value, the remaining resources of motivation of

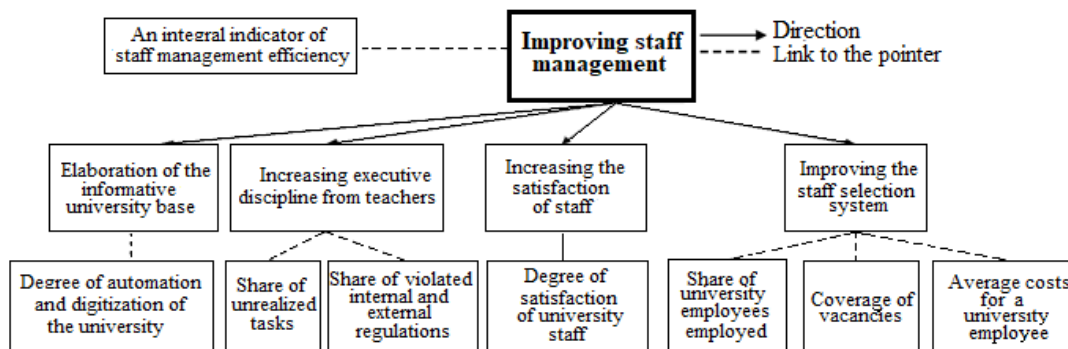
the staff are of a strictly psychological nature, namely the driving of those levers that become stimuli for motivating the staff. Human resources, as a whole, tend to represent a managerial subsystem that consists of all the processes of forecasting, training, selection, framing, communication, evaluation, motivation, improvement and protection of the personnel, as well as the modeling of the organizational culture that takes place within the organization. These processes interfere organically with other processes and managerial relationships and with the elements that make up the other management subsystems, significantly influencing the functionality, efficiency and overall performance of the organization. The notion of "achievement" means "the implementation", "the fulfillment" of some orders, decisions [10]. If, in order to represent the staff management strategy in the form of two important steps - training and implementation, then the implementation phase of the HR strategy is important from the point of view of effective implementation. In the concept of strategic management, most attention has been given to the development of a strategy, while its implementation has been a lot of practice. In scientific sources it is noted that the development of a strategy is an entrepreneurial activity, and implementation is an internal administrative activity [4; 9; 12].

The Human Resources Manager recruits specialists (teachers and other staff) to carry out the mission of the learning institution. At first glance, there is nothing complicated in this process. But a good human resources manager before selecting a group of teachers leads a preparatory work for this. The purpose of implementing the staff management strategy is to ensure coordinated elaboration of the planning of structural subdivisions (departments and departments). Management is only possible when there is a possibility to measure, and a system of indicators is needed that denotes the achievement of objectives. It is developed in the BSC (Balanced Scorecard) [9]. This managerial system allows structured organization of plans and strategies that provide feedback between internal processes and external indicators. The Human Resources Manager must have the notions of psychology, principles of educational structure activity, concentration abilities, memory, permanent nervous system, ability to perform comparative analysis, and innovative take-ups. At the heart of building a balanced system of indicators are three key principles [2]: 1) cause-effect relationships, 2) the factors for achieving the results, 3) the relationship with the financial indicators. The interaction between the pillars of the project can be shown in Fig. 1.



**Fig. 1. Structure of the indicator system [3]**

Policies are general provisions that can guide decision-making processes. They are designed for areas and areas where there have been problems in the past or areas where problems are predicted for the future. Because these provisions exist, managers generally know what they have to do in this or that situation. They provide some consistency in behavior and allow managers to focus on those issues that represent their field of expertise. Repeat, policies are general provisions, which tell us in broad terms how we should act and what we should do in certain areas. Specific objectives in the financial projections are: efficiency of professional training, equity, net cash flow, net profit and other relevant indicators as a measure of the achievements and efficiency of the company's activities in line with this strategy. As a rule, the social and financial objectives are the pillar of the university's mission, being closely in line with students' objectives, internal processes and staff development. For example, increasing the speed and quality of service for students will lead to increased contracts with abiturists and, therefore, to a financial indicator, such as profit [5; 10]. Under the various university projects, managers identify the main market segments that the university intends to focus on promoting and selling educational products / services. The robust engine (focusing on student satisfaction, graduate loyalty, attracting new abiturists, their profitability, market share and target segments) and indicators has been assessed over time. For example, the graduate's value is measured by its degree of satisfaction, by the ability to respond quickly to student requirements, changes in the internal and external environment, and macro-media challenges. Consequently, the parameters that characterize these efficiency engines can be evolved by assigning a rating to educational institutions.



**Fig. 2. Improving staff management**

The human resources department aims to select the responsible staff in accordance with the requirements and philosophy of the university. Among the factors of success, we can highlight the term of selection, employment and training of staff, especially until the start of studies; optimizing spending in the reworking of renowned professors; increasing the attractiveness of the university; the degree of human resources coverage of vacancies. These activities are successful if the study of the regular labor market takes place, taking into account the plans of expansion or renovation of the educational institution, the possibility of coverage through internal cumulation, planning the dynamics of redundancies, retirement, transfer. The rating of university attractiveness poets can be estimated by the Thomas Bayes theorem (1701-1761) [1].

$$x = (R v + C m) / (v + m), (1)$$

where:  $W$  - the rating;  $R$  - the average number of points accumulated by the university;  $v$  - the number of opinions considered;  $m$  - static constant (9,5);  $C$  - rating average.

$v$  - is calculated according to the formula:  $v = 1,106e-0,001697x + 0,05$ , (2)

where  $x$  - is the accumulation time (days) of the results to the last day.

The weight of filling vacancies by internal cumulation is calculated according to the formula:

$$Q = V / W 100\%; (3)$$

where:  $Q$  - share of coverage by internal cumulation;  $V$  - internal coverage;  $W$  - total number of vacancies.

Percentage of employees hired according to the requests:

$$P = H / A 100\%, (4)$$

where:  $P$  - the percentage of the employed teachers, according to the requests;  $H$  - number of teachers employed (pers.);  $A$  - total number of collaborators (people).

Average costs for hiring a collaborator:

$$C3H = 3H / H = (P + A + B + C) / H, (5)$$

$C3H$  - average costs for hiring a collaborator;  $3H$  - average costs for staff hiring;  $P$  - advertising costs;  $A$  - expenditures for the National Agency for Employment;  $B$  - reward for people who have made recommendations;  $C$  - employees without expenses;  $H$  - total number of hiring.

Adaptation of staff is characterized by increased labor productivity and easy integration into the collective; the formation of a beneficial socio-climatic climate. Efficiency indicators are calculated as:

Percentage of dismissed personnel:

$$F = C3 / C 100\% (6)$$

Where:  $F$  - the percentage of dismissed staff, with work experience up to three years, per person;  $C$  - the number of people dismissed on their own initiative;  $C3$  - number of redundancies, with work experience up to three years, pers.

The coefficient of fluidity, which is calculated by the formula:

$$Kt = (C + H) / Cp, (7)$$

where:  $Kt$  - coefficient of fluidity;  $C$  - the number of people dismissed on their own initiative;  $H$  - dismissed on disciplinary grounds;  $Cp$  - number of average staff, scriptic, pers.

The staff stability coefficient (opposite to the coefficient of fluidity) is calculated:

$$Kn = (CpH - U) / Cp, (8)$$

Where:  $Kn$  - staff stability coefficient;  $CpH$  - number of scriptic staff at the beginning of the period, pers;  $U$  - number of fired personnel, person;  $Cp$  - number of average staff, scriptic, pers.

The activity of improving the activity in the university process includes a series of measures: - professional and social-psychological adaptation; -determination of the reasons for the dismissals. Human resource modeling involves the use of econometric models and information technologies, designed to automate the process and quality of the labor market forecast [3]. The reliability of estimating a parameter by a particular method is recommended to be calculated as a multiplier indicator, consisting of the objectivity, validity and reliability of the method in relation to the estimated parameter. Automating the selection of candidates for

selection excludes some mistakes and subjectivism [8]. These methods are based on methods of economic analysis, expert assessments, scoring method and classification theory. The main provisions for the evaluation of the candidate for the selection are as follows: 1. The evaluation is done using a specific list of competencies selected based on the candidate's activity analysis. 2. Comparative analysis of the qualities of the claimants according to the parameters of importance. 3. The complex indicator of the candidate's evaluation during the selection is calculated as a sum of points with a percentage measurement scale (100 points) [14].

The population of Israel is 8,051,200 citizens. The number of students - 300,000, the share of foreign students - 1.3%.

**Table 1.**

**Characteristics of the socio-economic environment in Israel**

Statistics	rat	Education	Rat	Universitatio ns	nr	The cost of living	USD/ month	Variants of Isr.	USD / mont h
Arts and Humanities	39	Popularity on Glob	42	In the top 200	3	House	286-354	Separate room periphery	289
Engineerin g and technology	22	Universities on the Globe	21	In the top 500	4	Food	200-417	Separate room center	357
Life science and medicine	19	Academic image	25	In the top 1000	7	Transport	50-129	Apartment 1 room periphery	523
Exact Sciences	19	Employers' image	40	In the top 5000	1 5	Communicatio ns and electricity	67-100	Apartment 1 room center	665
Manageme nt and Social Sciences	36	Quality of training	30	-		Clothing	29-108	-	-
Mathematics	12	Internationa lization profess.	21	-		Rest and sports	36-110	-	-
Physics	14	Internationa lization student.	42	-		Total	667- 1217	-	-
Chemistry	13	Citation index	16	-		-	-	-	-
Informatics	6	-	-	-		-	-	-	-
Economics and business	16	-	-	-		-	-	-	-

Israel is currently one of the advanced states of science and education. The university system was formed after the American model and is one of the youngest in the world, with all of these strong enough. The formation of the university system in Israel started until the state appeared: Technion, the Hebrew University of Jerusalem (HUJI), the Haim Weizmann Scientific Institute, founded in 1934-1948. Currently these universities are among the most prestigious

today. Over the last decades, Israel has imposed itself as an advanced technical and economic country with a significant share of the population of skilled professionals [5]. Being a leader in the number of innovations implemented, universities in Israel attract the best students in the world.

Summing up the researches we made, we can conclude:

1. Implementing the methods of estimating the professional qualities of the university human resources would be appropriate to use the positive experience abroad, based on the local peculiarities, traditions and mentality.

2. Evaluating human resources and staff should be done regularly - preferably at least once a year. The transparency and clarity of the criteria of appreciation by each teacher will make this daily process and allow the team to remain in good shape.

3. In order to carry out human resource evaluation activities, IT programs should be used to deliver the teaching management.

4. In order to stimulate the professional activity of teaching staff and university staff, moral and material tools must be applied by means of appropriate indicators for each category.

5. The Verification, Selection, Leadership and Expert Group, which are responsible for evaluating teachers' work, should recognize the importance of work to improve the quality of the educational process, in general, to increase the prestige of university opportunities and to launch in the international educational space.

We believe that the data obtained during our research will be useful for improving the management of universities, staff policies, and increasing the motivation of staff to continuously increase their teaching and research skills.

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