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**THE IMPACT OF MANAGEMENT OF THE HUMAN
RESOURCES DEVELOPMENT ON THE COMPETITIVENESS
OF PUBLIC INSTITUTIONS**

SPECIALITY 521.03 - Economics and management in the activity field

SUMMARY OF THE DOCTORAL THESIS IN ECONOMIC SCIENCES

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CONCEPTUAL MARKINGS OF THE RESEARCH

The relevance and importance of the research topic. As the knowledge-based economy has proven its advantages, human resources development has become a concern for most of the organizations, regardless of the form of ownership and field of activity. In turn, senior managers are aware of the importance and significance of knowledge and professional skills, which leads them to develop long-term organizational strategies for staff development, by including all the employees in the professional training process, with the ultimate goal to increase the value of human capital. Also, the decision makers are aware of the fact that they operate in a world where organizational performance is ensured by employees with a high level of skills. Taking the above into account, most of the organizations develop their own staff development policies that outline: the directions of deployment, the employees included in the training programs, the amount of financial resources allocated for professional development, the objectives of the professional development programs, the responsibility for the professional training, etc.

Over the years, the development of human resources has also proven its effectiveness in the activity of public institutions. The governmental institutions, through their superior management, must be aware of the significance of human resources development on appropriate economic, social, environmental, etc. policies that they promote at the national and sector level, having positive effects on the well-being of the society. Since institutional competitiveness takes into account the capacity of central and local public institutions to support the standard of living of the population in the medium and long term, shows that permanent investments in the development of employees within them, must represent a major concern of the decision-makers.

Although, in the public institutions of the Republic of Moldova the financial resources are limited, respectively, the allocation of funds for the human resources development is not a prerogative, their senior managers should identify the necessary financial sources or capitalize on alternative sources (extra-budgetary funds, funding from European institutions, etc.) as a priority, increasing awareness of the effects on their long-term impact on the performance and competitiveness of the public institution.

The opening of the negotiations for the accession of the Republic of Moldova to the European Union represents another circumstance that determines the employees of public institutions to prove the knowledge and professional skills associated with the new process, in order to deal more professionally with the problems and impediments that will appear in this long-term endeavor. In this context, the human resources development, through the systematic and continuous development of professional training programs among the officials of public institutions, becomes a necessity that cannot be postponed for later periods. The human resources development programs will ensure a better understanding of all the circumstances for the development of coherent public policies, with the objective of increasing the competitiveness of public institutions expressed through the citizens' living standard, as well as the alignment with the EU member states living standards.

Study degree of the addressed topic. The human resources development research has become a concern and area of interest for several researchers, trying to highlight its content or different elements, due to the significance it has on the economy at the national level, as well as on the performance and competitiveness at the organizational level. Depending on the evolution and development context of the society, any work developed in this field has obviously contributed to the enrichment of HRD content. Moreover, in the context of the development of the knowledge-

based society, the concern with this problem has been of an ascending character. Many researchers have approached the human resources development as an independent activity, namely to highlight the importance of this issue at the organizational level: Werner, De Simone, Cascio, W., Clardy, A., Dunlop, J.T., Garavan, T.N., Mankin, D.P., Nadler, L., Noe, R.A., Pace, R.W., Poell, M., Tseng, C., Wilson, J.P., Yorks, L., etc. However, some researchers analyzed the professional development and staff training as an integral part of the human resources management: Armstrong, M., Cole, G.A., Katou, A.A., Manolescu, A., Prodan, A., Rotaru, A., Sparrow, P.R., Wilson, J.P., etc. At the same time, HRD has been the subject of research for several local researchers: Cotelnic, A., Bîrcă, A., Boguş, A., Gheorghişă, T., Jalencu, M., Sava, L., Şavga, L., etc.

On the other hand, many foreign and local researchers have been concerned with the competitiveness research, analyzing different aspects. Also, competitiveness was analyzed at different levels:

- national (Aiginger, K., Belostecinic, G., Stratan, A., Fagerberg, J., Ignatiuc, D., Smâc, A., Ulman, S.R.);
- organizational (Bernard, P., Buitrago, R.E., Krugman, P, Poole, M., Popescu, Gh., Suslenco, A. Voiculescu, D.)

In the Republic of Moldova, no complex researches have been carried out on the management of the human resources development in public institutions, including the impact on their competitiveness. Some research has been focused on the management of training and staff development in telecommunications enterprises (Sava, L.). Research has also been carried out that shows the link between human factors and national competitiveness (Smâc, A.), as well as the relationship between the development of human potential and the competitiveness of the enterprise (Suslenco, A.).

The situation described allows us to ascertain that the topic addressed is of a particular interest for the local science in which the human resources development is an essential element for ensuring the competitiveness of public institutions in the Republic of Moldova.

The object of the research is the human resources from the institutions of the central and local public administrations of the Republic of Moldova, responsible for the provision of services that have an impact on increasing people's living standards.

The purpose of the research consists in the research and adjustment the theoretical, methodological and applied analysis of the management of human resources development, as well as its impact on the competitiveness of public institutions in the Republic of Moldova.

The objectives of the research. Starting from the purpose of the research, several research objectives have been formulated:

- researching the theoretical foundations of human resources development, as well as its relevance in the activity of organizations;
- the evaluation of the methodological content of the human resources development management system at the organizational level;
- determining the interdependence between human resources development and institutional competitiveness;
- identifying the determining factors of the competitiveness of public institutions, from the perspective of human resources development;

- the analysis of the training and professional development system at the national level and by activity fields;
- determining the level of professional training of the officials from the institutions subordinated to the central and local public administrations;
- the evaluation by empirical study of the management elements of the human resources development in central and local public institutions;
- the elaboration of the econometric model regarding the impact of the determining factors on the competitiveness of public institutions, from the perspective of the management of the human resources development;
- formulating a set of recommendations aimed at improving the management of human resources development in public institutions, with implications on their competitiveness.

Research hypotheses. The approach for achieving the research started from the formulation of two basic hypotheses.

Hypothesis 1 (H1). *The human resources development has a greater or lesser impact on the competitiveness of the public institutions in the Republic of Moldova.*

Hypothesis 2 (H2). *There are a multitude of determining factors, resulting from the human resources development, that influence the competitiveness of public institutions.*

The synthesis of methodology and research methods. The realization of the research required the completion of several successive stages and the application of various research methods leading to the achievement of the formulated goal and objectives. Thus, the first stage consisted in the analysis of the scientific literature that addressed the present paper's subject. The second stage included the analysis of the factual elements related to the human resources development, in order to create an overall view of the situation of the human resources development in the Republic of Moldova and in public institutions. In the third stage, the elaboration of the questionnaire and the determination of the survey took place, in order to collect the information from the respondents. The last stage consisted in processing the data and validating the research hypotheses, as well as formulating recommendations for improving the researched field.

The achieving of each stage described above, as well as the complex nature of the investigation, required the application of various research methods, each contributing to the achievement of the research goal. As a result, there were general research methods, valid for all fields, such as: induction and deduction, documentary method, analytical method, etc. In addition to these, a series of methods specific to economic science were used, such as: *the systemic analysis, the comparative method, the sociological method and various statistical methods*. In addition, for the processing of the questionnaire data, was applied the SPSS program, being considered the most effective in statistical analysis.

The scientific novelty and originality. It consists of several aspects that characterize the innovative and original element of the work, namely:

- enriching the theoretical framework of the management of the human resources development within organizations and the delimitation of concepts specific to the given field;

- substantiating and concretizing the elements of the human resources development system at the organizational level;
- investigating the connection between the human resources development and competitiveness at the organizational and national level;
- identifying the determinant factors of institutional competitiveness from the perspective of the human resources development;
- elucidating the current problems of the human resources development system in public institutions and at the national level;
- elaborating the econometric model of the determinant factors and determining their impact on the competitiveness of the public institution from the perspective of human resources development;
- suggesting an algorithm of the human resources development system to help increase the competitiveness of public institutions.

The scientific problem solved in the paper: consists in determining the content and peculiarities of the management of human resources development and its impact on the competitiveness of the public institutions in the Republic of Moldova. Also, the determining factors related to the human resources development were identified, with different involvement degrees, each having its own contribution to the competitiveness of public institutions.

The theoretical significance of the research. The obtained results allow a much wider understanding of the categories that characterize the development of human resources at the organizational level, and the systemic approach to the researched problem provides decision-makers with an overview of the future decisions related to the professional development of employees. Also, the direct connection between the human resources development and the competitiveness of the public institutions is shown, by taking into account several determinants.

The applied value of the research. Following the carried-out investigations, several results were obtained that can be implemented in the development plans of central and local public administration institutions. Also, the conclusion and recommendations formulated can serve as benchmarks in the formulation of institutional strategies that also include the human resources development, developed at the level of local public administrations. In the case of central public administration institutions, the obtained results can serve as a foundation for the elaboration of the human resources development strategies, contributing to the reduction of staff shortages, both quantitatively and qualitatively. In addition, the theoretical, methodological, and applied content can be used as didactic material for the discipline "The professional staff development", taught in the master's program "Management and human resources development".

The implementation of scientific results. The scientific results, obtained by researching the impact of human resources development management on the competitiveness of public institutions, as well as the recommendations presented in the paper, were taken into account by the decision-makers in the process of drawing up institutional development plans, with reference to the professional development of employees. Also, in the process of drawing up plans and programs for the human resources development in public institutions, were taken into account the determining factors presented in the paper, which can obviously help to increase the competitiveness of public institutions and increasing the quality of the services provided by them. Moreover, the results obtained, and the recommendations formulated had beneficial effects on the management of the human resources development in several central and local public

administration institutions, namely: the Ministry of the Environment, the National Agency for Employment, Ialoveni City Hall, Ulmu Village Hall and Suruceni Village Hall.

The approval of the research results. During the realization of this scientific project, the obtained research results were presented in several international scientific events organized in the Republic of Moldova and abroad. The ideas and problems related to the research topic were reflected in 9 papers, of which 6 papers were published in scientific journals indexed in International Databases, including 2 papers in Web of Science and Scopus indexed journals.

The volume and structure of the thesis. The paper includes abstract, a list of abbreviations, a list of tables, a list of figures, introduction, 3 chapters, conclusion and recommendations, bibliography and appendices. The content of the thesis is presented on 157 pages of basic text, the illustrative material is presented in 27 tables, 43 figures and 16 appendices.

Keywords: human resources, human resources development, the management of the human resources development, competitiveness, determining factors, public institutions.

THESIS CONTENT

In the first chapter "**Theoretical foundations regarding the human resources development within organizations**" is described the theoretical and conceptual framework, as well as the evolutionary framework of the human resources development within organizations, and also, the content of the administration of this activity.

The term "human resources development" began to appear in specialized literature in the 80s of the 20th century. However, the concept existed much earlier and was applied at the organizational level.

Recently, the human resources development has gone through important changes, as a result of the faster evolution of knowledge in the contemporary society. Thus, the human resources development is not perceived as an agency for promoting learning and development among employees, but rather is integrated into a wide range of leadership and supervisory roles.

Currently, Torraco and Lundgren have highlighted five factors that affect the dramatic change of the environment and reshape the future of human resources development, namely: technologies; economic and financial considerations; globalization; equal opportunities; the changing nature and work organization [13].

Yorks (2005) sustains that the fundamental purpose of the human resources development is to contribute to both long-term strategic performance and immediate performance improvement, by ensuring that the organizational members have access to the resources to develop their performance capability and to make sense of their experience in the context of the strategic needs of the organization and the demands of their jobs [15; p, 20-21].

Vocational training is considered the central activity of human resources development that was at the origin of the development of these research directions. Training, is also seen as a component of the human resources development and varies widely in content and specificity. Ensuring a high level of the human resources development in organizations can be achieved through a continuous process of professional training of the employees.

The HRD process is composed of several different sub-processes, such as strategic planning, needs analysis and so on, which are logically grouped into distinct major phases. (Figure 1).

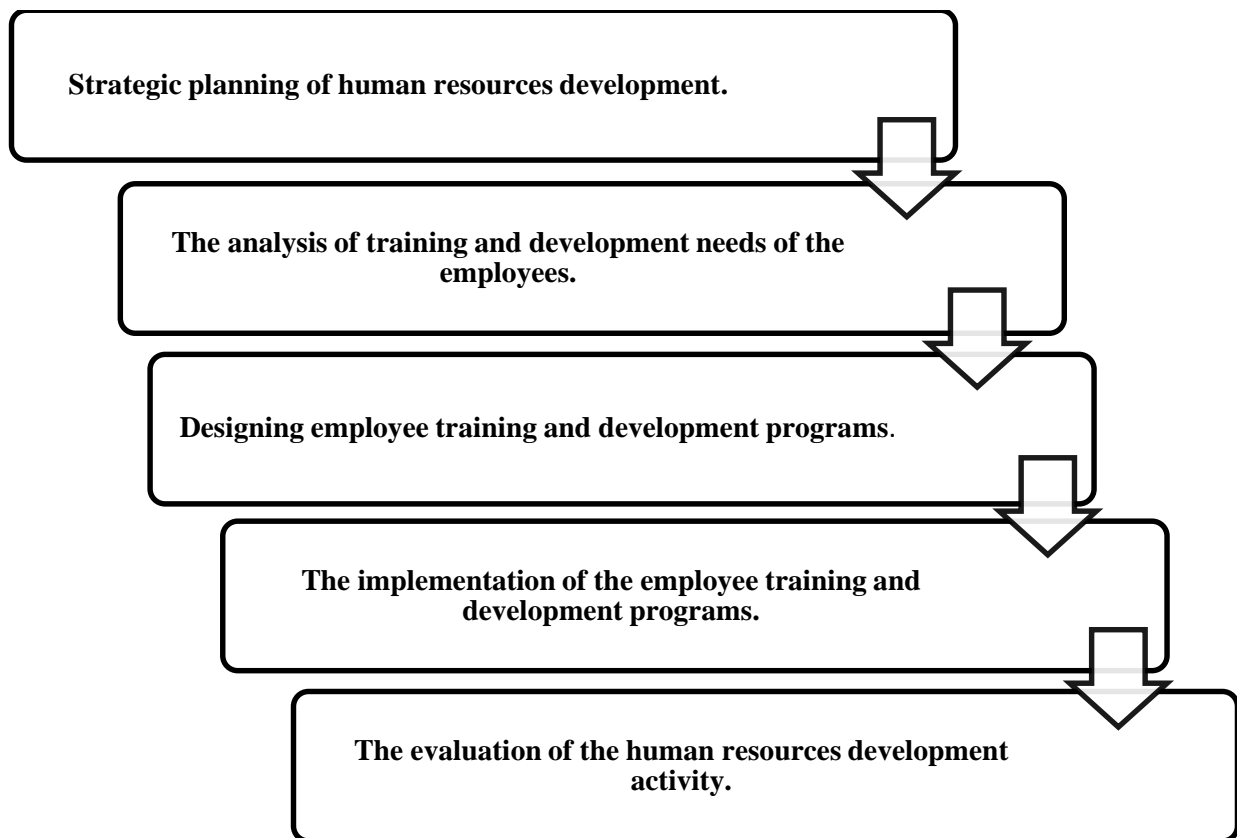


Fig. 1. The process of the human resources development within organizations

Source: Elaborated by the author.

The human resources development needs start from meeting the needs of the organization in a rapidly changing environment. This has become an imminent one for any organization because human resources development is a process of initiating human expertise for the purpose of improving organizational performance through organization development and staff training. In the case of public administration, the strategic planning of human resources development starts from taking into account several elements: the economic and social development at the national level, the political context, leadership and culture.

The human resources development is an evolving activity. It changes with the needs and the strategies of organizations. Thus, it is subject to the social and historical context of a given era, which is currently characterized by knowledge work and the large-scale integration of digital technologies. The information and communication technologies have become so omnipresent that they are often considered self-evident. The new generations of employees expect work to be virtual to some extent, and many people aren't just moving to a single workplace. The virtual human resources development is a new research area that represents a paradigm shift in the field [1], as it focuses on the virtual environment in which human resources development processes take place. The virtual human resources development also connects other essential organizational activities in the same system, such as work flow and management systems.

Analyzing the significance of the human factor on competitiveness, Suslenko, A. (2015) claims that the foundation of economic performance and national competitiveness is constituted by human resources through their capabilities, thus contributing to the society development [12].

In the opinion of Bernard and Boucher (2007), the institutional competitiveness considers the capacity of institutions to support the living standard of the population in the medium and long term [2], as well as achieving socioeconomic success [4].

The World Economic Forum, in an attempt to rank countries using the Global Competitiveness Index, defined competitiveness as "a set of institutions, policies and factors that determine a country's level of productivity" [14]. In this context, public institutions have an essential role in ensuring national competitiveness, namely, their quality has a strong influence on competitiveness and the economic growth [14].

The research results prove that there is a direct link between the human resources development and competitiveness. The human factor, endowed with professional knowledge and skills, can contribute to the sustainable growth of the organization. From a theoretical point of view, there are several determining factors that to a greater or lesser extent influence the level of competitiveness of the organization, including public institutions. Following the carried-out research on the relationship between the human resources development and competitiveness, we identified the relevant factors that have a greater or lesser impact on the competitiveness of the public institutions (Figure 2).

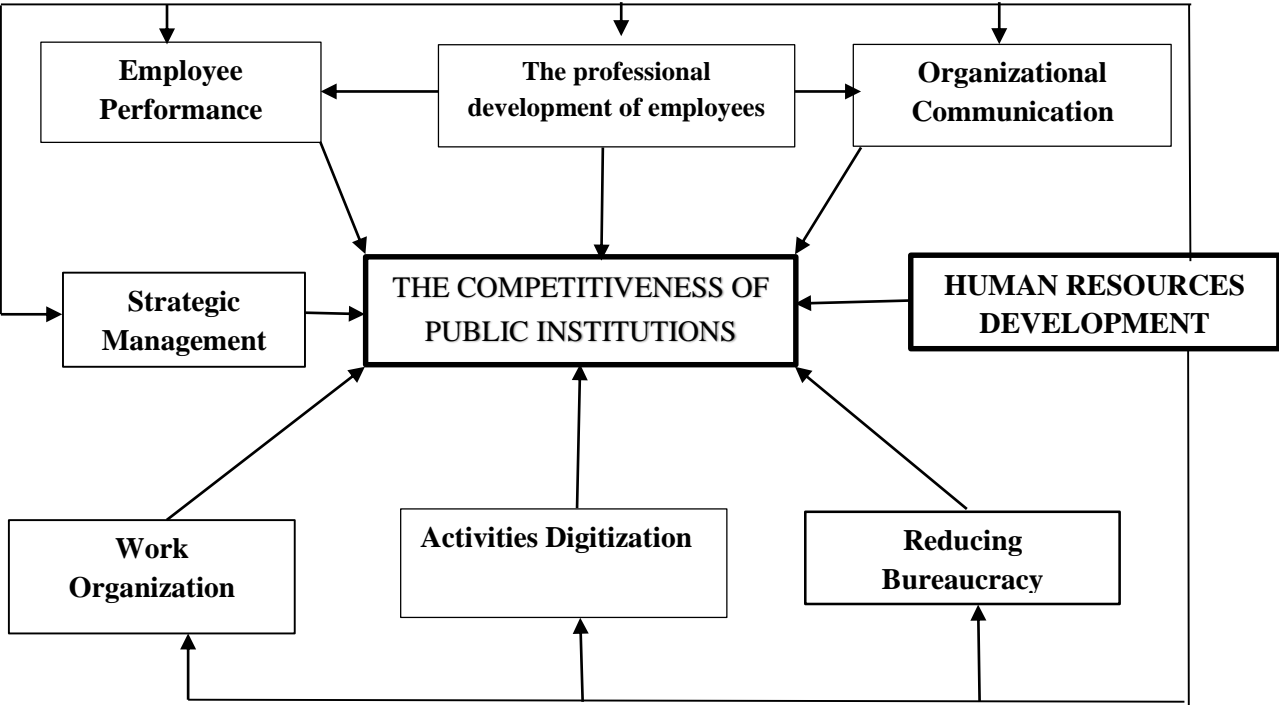


Fig. 2. The determining factors of the competitiveness of public institutions from the perspective of the human resources development

Source: Elaborated by the author.

According to Figure 2, the competitiveness of public institutions can be influenced by seven determining factors, each of them having a different impact, from the perspective of the human resources development [3].

In the second chapter "The evaluation of the human resources development system in the Republic of Moldova", a comprehensive analysis of several aspects related to the researched problem is carried out.

In the Republic of Moldova, there is a legal and normative framework that ensures the human resources development, offering all the employees the opportunity for learning and professional development, both during the initial education period and after that, throughout their entire life, starting from everyone's social values system. In this context, several laws and government decisions were developed and approved that regulate the development of human resources, including lifelong learning, regulated by the Education Code of the Republic of Moldova [5]. Also, the continuous professional training of the employees is regulated by the Labor Code of the Republic of Moldova [23], and the Law regarding the public office and the status of civil servants regulates the professional development of the civil servants [10].

An important indicator for the analysis of human resources development is the global rate of participation in continuing professional training (Figure 3).

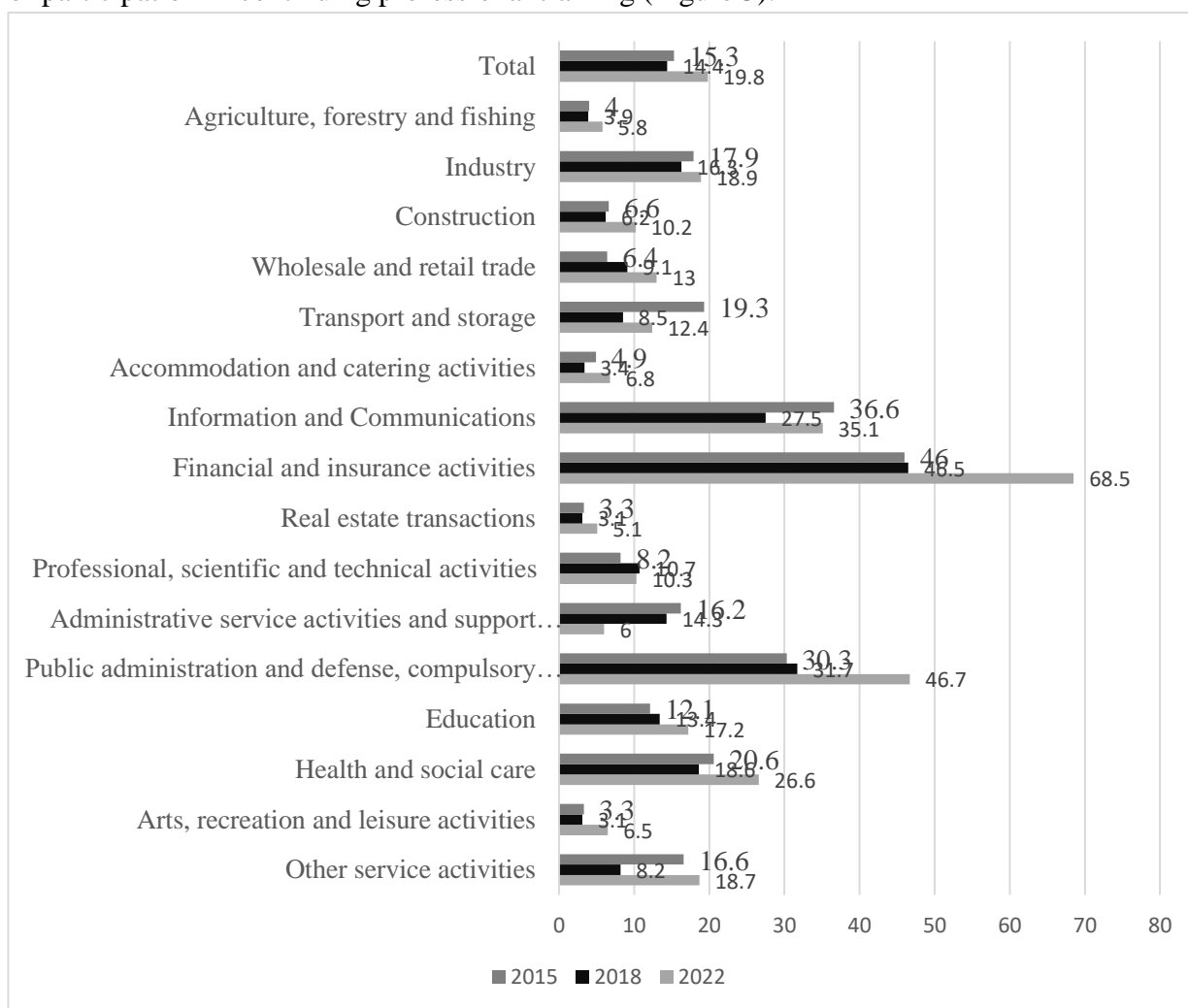


Fig. 3 Employees global rate of participation in FPC
 Source: Elaborated by the author based on NBS data [16].

At the national economy level, the global rate of participation in continuous professional training was below 20%, increasing from 15.3% (2015) to 19.8% (2022). In the case of public sector organizations, we find that those in Education have a lower employee participation rate

compared to the one recorded at the national economy level. We also notice that the employees' global rate of participation in the FPC in public administration institutions, is approximately 2.5 times higher than that registered at the national level.

Another relevant indicator for our research is the share of expenses for continuous professional training (CPF) in total salary expenses (Table 1).

Table 1. Share of expenses for continuing professional training in total salary expenses, in 2015 and 2022

Activity fields	2015			2022		
	Salary expenses, Thousands of lei	FPC expenses, Thousands of lei	Share of expenses FPC in salary expenses	Salary expenses, Thousands of lei	FPC expenses, Thousands of lei	Share of expenses FPC in salary
Total	32752480.8	137055.1	0.4	78179468.0	175946.8	0.2
Agriculture, forestry and fishing	1306368.9	711.4	0.1	2670775.1	1049.7	0.04
Industry	6014345.4	17154.2	0.3	12511456	21746.6	0.2
Construction	1165017.5	1725.6	0.1	2746332.7	3315.8	0.1
Wholesale and retail trade	3973753	13743.8	0.3	11472554	15436.5	0.1
Transport and storage	1884774.3	13668.1	0.7	3652164.5	18654.4	0.5
Accommodation and catering activities	396508.5	789.9	0.2	929327.9	1862.7	0.2
Information and Communications	2051147.4	7231.8	0.4	9515813.6	21501.7	0.2
Financial and insurance activities	1328552.4	12864.3	1.0	3121496.0	25984.2	0.8
Real estate transactions	508219.5	475.7	0.1	1004515.9	456.8	0.05
Professional, scientific and technical activities	1231146.8	5361.7	0.4	1869787.7	3225.8	0.2
Administrative service and support service activities	510115.5	617	0.1	1238661.3	1074	0.1
Public administration and defense; compulsory social insurance, education, art, recreational and leisure activities	9060567.9	30348.4	0.3	18224614	27726.6	0.2
Health and social assistance	2864780.6	30957.6	1.1	8400340.1	31589.1	0.4
Other service activities	457183	1405.6	0.3	821630	2322.6	0.3

Source: Elaborated by the author based on [16].

According to Table 1, the share of expenses for continuing professional training in the total salary expenses, decreased from 0.4%, in 2015, to 0.2%, in 2022, at the national economy level. Although the Labor Code of the Republic of Moldova stipulates that each organization must allocate at least 2% of the salary fund for professional training, this prerogative is not respected in any activity field. Reducing the share of expenses for continuous professional training in the total

salary expenses is due to the annual increase in salary in all activity fields, without increasing the volume of financial resources for professional training in the same proportion.

If we relate the expenses for continuous professional training to the total expenses with the labor force, they are even lower. Thus, the share of expenses for continuing professional training in the total of labor force expenses was 0.14% in 2020 and 0.18% in 2022. If we compare the share of expenses for FPC in the total expenses with the labor force in the Republic of Moldova, with that recorded in the EU member states, we find a very large gap (Figure 4). Comparing the share of the expenses for FPC in the total expenses with the labor force in the Republic of Moldova with that registered in the EU member states, we find a very large gap (Figure 4). In the Republic of Moldova, that indicator was more than 5 times lower than the one registered at the EU level in 2015, respectively more than 10 times lower for 2020. The results of the investigations prove that the Republic of Moldova is far from the developed states with reference to investments in the human resources development. The insufficient allocation of financial resources for the human resources development by organizations, doesn't ensure a professional growth of the employees that will contribute to the enrichment of their intellectual capital. Countries that invest more in the human resources development, ensure sustainable economic growth, respectively becoming competitive both regionally and internationally.

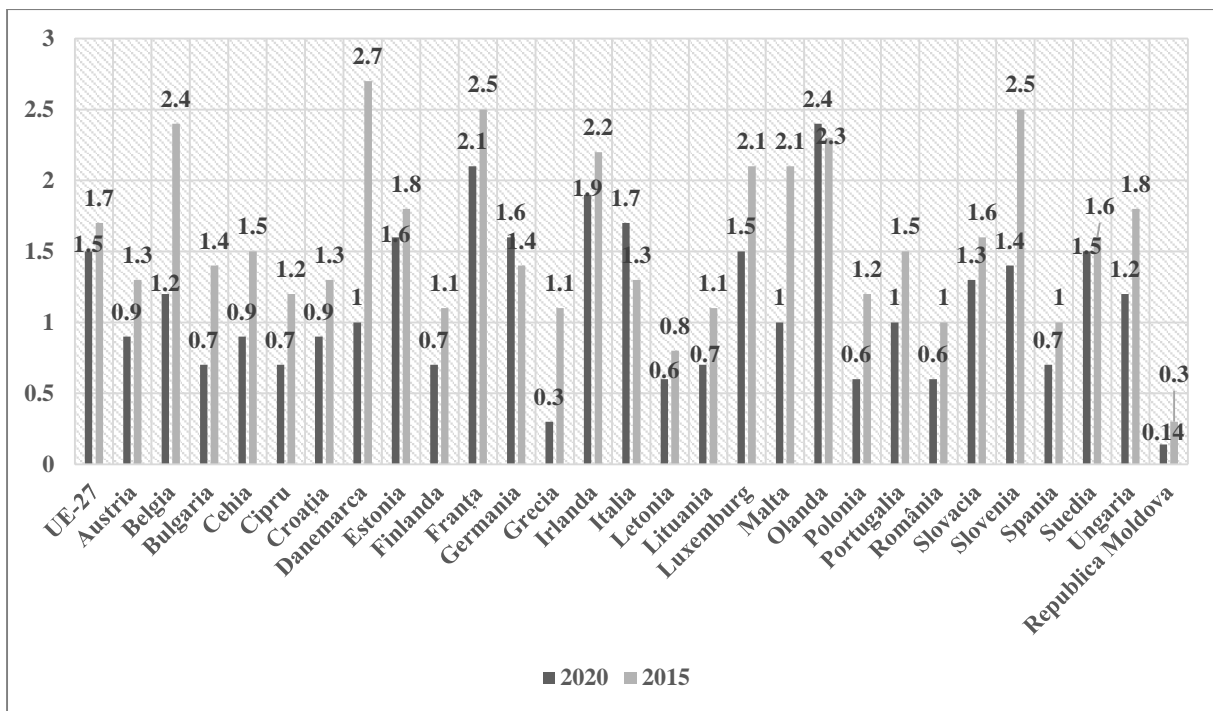


Fig. 4. The share of expenses for FPC in the total expenses with the labor force in the EU and the Republic of Moldova, %

Source: Developed by the author based on [16] and [21].

The human resources development in public administration institutions is achieved by complying with the legal provisions in the field. Based on the legal provisions, any public authority is obliged to provide a professional training program to all civil servants. However, we find that not all civil servants benefited from a professional training program of at least 40 hours annually (Table 2).

Table 2. Indicators characterizing the professional development level of civil servants, in the period 2016-2022

Indicators	2016	2018	2020	2021	2022
The number of civil servants	16450	14304	15048	15405	16046
Training rate of civil servants, %	75,9	68,1	63,8	43,8	71,4
Share of trained civil servants at least 40 hours annually, %	25,9	54,6	39,5	43,8	52,8
Share of trained junior civil servants at least 40 hours annually, %	38,6	30,0	48,0	16,0	23,3

Source: Elaborated by the author based on [18]; [19].

The data presented in the table above proves that the legal provisions are not respected, as not all civil servants have benefited from professional training in various forms. The training rate of civil servants varied between 75.9% in 2016, decreasing in the following years, to reach 71.4% in 2022. Even if, the legislation provides for the insurance of the annual professional development of at least 40 hours annually, the share of civil servants benefiting from such programs was slightly over 50% in 2022. The situation is even worse for the junior civil servants, when their share varied between 48.0% and 16.0%, being different from year to year, far from reaching the legal provisions.

Analyzing the training rate of civil servants by the public administration level, we find that most participants in the professional training are from the central public administration (Figure 5).

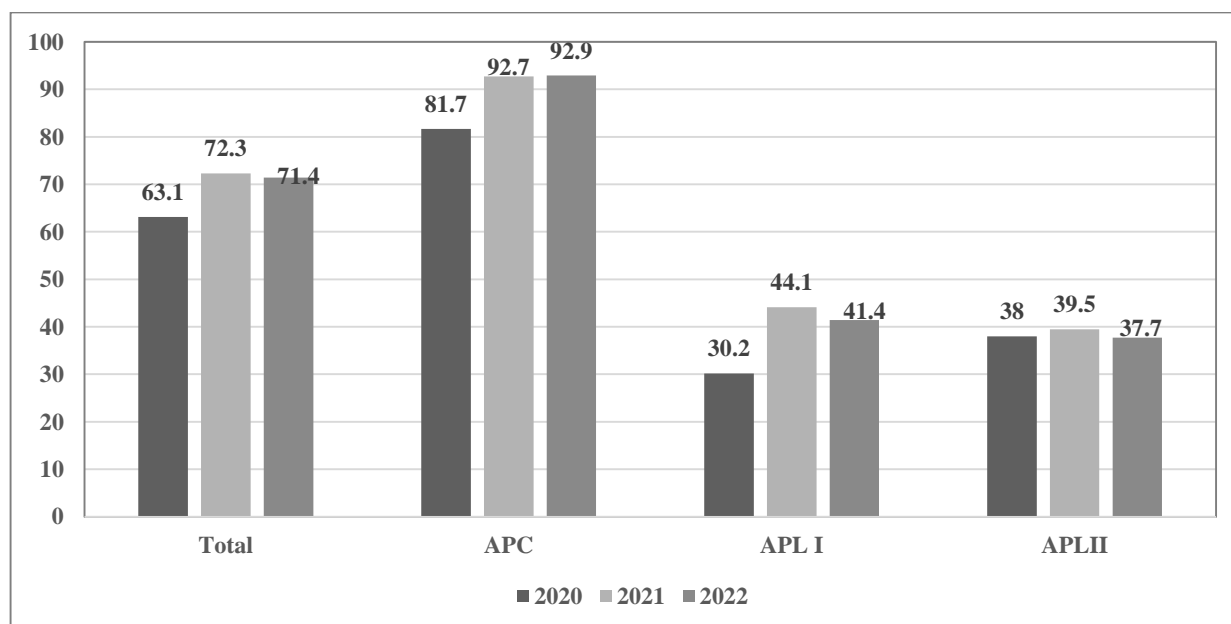


Fig. 5. Training rate of civil servants by levels of public administration, %

Source: Elaborated by the author based on [18]; [19].

From Figure 5 it follows that the highest training rate of civil servants is in the APC, which is almost 93%, in the year 2022. As for the training rate of civil servants in the local public administration of level I and II, it is much lower, being more than 2.5 times lower than that in the

central public administration. This situation proves the existence of an imbalance related to the professional training of civil servants.

An important role in professional development in public administration was played by the Civil Servant Training Program for the years 2016-2020, approved by the government decision no. 970/2016 which aimed to increase their training rate. According to that program, the central and local public authorities, must give priority to training based on the exchange of experience, carried out directly at the workplace in the form of mentoring. By adopting this decision, each public authority is obliged to develop annual training plans and submit them to the State Chancellery. For its part, the State Chancellery, following the centralization of the training plans of the public authorities, determines the annual State Command, approved by government decision, regarding the civil servants training. Table 3 presents the overall view on the civil servants training by the State Command.

Table 3. Indicators reflecting the level of civil servants training by the State Command

Indicators	Years				
	2018	2019	2020	2021	2022
The number of public positions actually occupied	40361	38801	40737	42570	43234
The number of civil servants	14304	14335	15048	15405	16046
The number of trained civil servants	6667	9763	9492	11136	11463
The number of civil servants trained by the State Command	700	1610	1060	1080	1100
The share of civil servants trained by the State Command in the total number of public positions actually occupied, %	1,7	4,1	2,6	2,5	2,5
The share of civil servants trained by the State Command in the total civil servants, %	4,9	11,2	7,0	7,0	6,8
The share of civil servants trained by the State Command in the total of trained civil servants, %	10,5	11,2	11,2	9,7	9,6

Source: Elaborated by the author based on [18]; [19].

According to Table 3, the number of the public positions actually occupied and that of the civil servants, has been in continuous growth, starting from 2019. At the same time, the number of trained people decreased compared to 2019, which also determined a decrease in their share in the total number of the public positions held. Compared to 2019, the share of trained civil servants in the total number of the public positions actually occupied, decreased by 1.6%, from 4.1% in 2019 to 2.5% in 2022. We also notice a decrease in the share of trained civil servants in the total civil servants.

In order to determine to what extent the human resources development influences competitiveness, we analyzed the global competitiveness index of the Republic of Moldova and the one aimed at the competitiveness of its institutions (Figure 6).

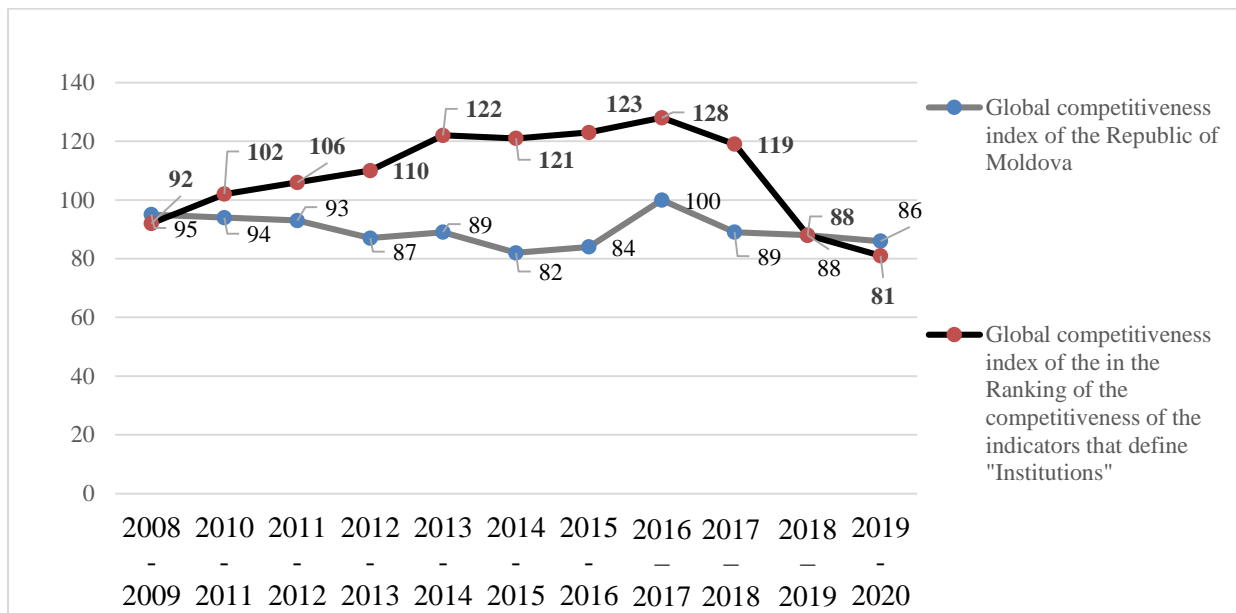


Fig. 6. The evolution of the Global Competitiveness Index of the Republic of Moldova and the competitiveness of its institutions

Source: Elaborated by the author based on [20].

From Figure 6 we notice that the Global Competitiveness Index of the Republic of Moldova is better positioned in the international ranking, compared to the one that defines "Institutions". Since the most recent data on the Global Competitiveness Index that characterizes the institutions is 2019 in the Republic of Moldova, we find that it is placed at a higher level in the international ranking, compared to the Global Competitiveness Index, even if, in previous years it had a much weaker position in the international ranking.

In order to make a correlation between the share of investments in the human resources development and the Global Competitiveness index, we analyzed the ranking of EU member states in an international context regarding their competitiveness. Among the EU member states, the Netherlands occupies the best place in the international ranking, but also the country that makes the biggest investments in continuing professional training. In 2020, the share of expenses for continuing professional training in the total expenses with the labor force was 2.4%. This leads us to assert that the higher the investment in human resources development, the higher the Global Competitiveness Index and Public Sector Performance. The countries in which the share of expenses for continuing vocational training in total labor force expenses, is lower and positioned at a lower level in the international ranking. Comparing the position of the Republic of Moldova in the international ranking with the positions of the EU member states, we notice that it is much lower, being placed on the 80th position. At the same time, we notice that the share of expenses for continuing professional training in total salary expenses, was only 0.14% in 2020. Though, the competitiveness of a country and public institutions also depends on other variables, the development of human resources has a direct impact on its evolution.

In the third chapter "**The assessment of the human resources development system in public administration and the impact on the competitiveness of the public institutions in the Republic of Moldova**" are evaluated, based on an empirical research, aspects of the human resources development in public administration institutions, as well as the impact on their competitiveness.

The development of human resources within organizations has both a strategic and an operational character. The strategic objective of human resources development consists in ensuring the effectiveness and competitiveness of the public institution in the long term, while the operational one involves the daily performance of work tasks and responsibilities to satisfy the needs of customers/citizens. In our research, we intend to determine what is the goal pursued by the public institution through the professional development of the staff, and the results are presented in Figure 7.

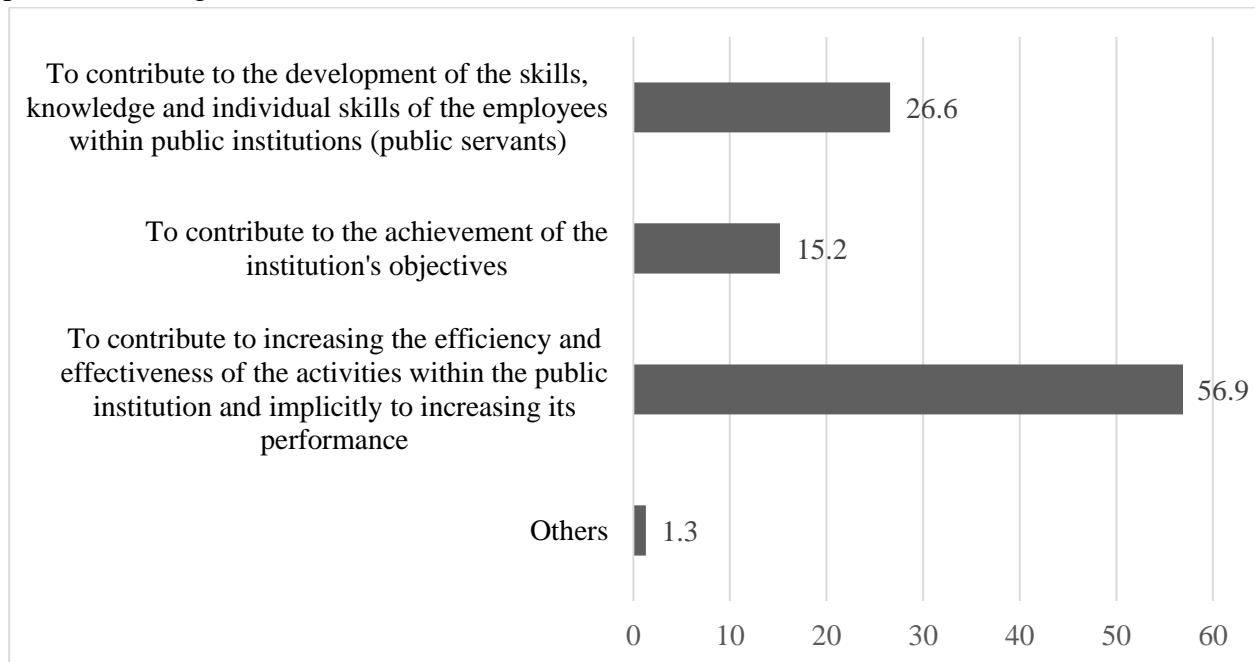


Fig. 7. The purpose of the professional development of civil servants

Source: Elaborated by the author based on the questionnaire data.

According to Figure 7, the goal mostly pursued by the public institution is to increase the efficiency of its activities, respectively its performance - 56.9%. More than a quarter of the respondents believe that the professional development of civil servants aims to improve the civil servants skills and knowledge.

Improving the quality of work provided through professional training programs, is a general goal pursued by every public institution. Starting from the general purpose, any vocational training program can have several specific objectives (Figure 8). In Figure 8, we notice that for 85% of the respondents, the objective of attending the professional training program was to develop professional skills, realizing that they have a direct impact on the performance and competitiveness of the public institution. Taking into account the specifics of the activities carried out by the officials of public institutions, 57% of the respondents claimed that they participated in the professional training in order to acquire the national legislation in the field. For almost 1/3 of the respondents, the vocational training program they participated in, had as its objective the development or training of new professional skills. Moreover, we find that 11.5% of respondents participated in professional training in order to learn a foreign language. As negotiations for the accession of the Republic of Moldova to the EU begin, the transposition of European directives into national practices requires a better knowledge of English.

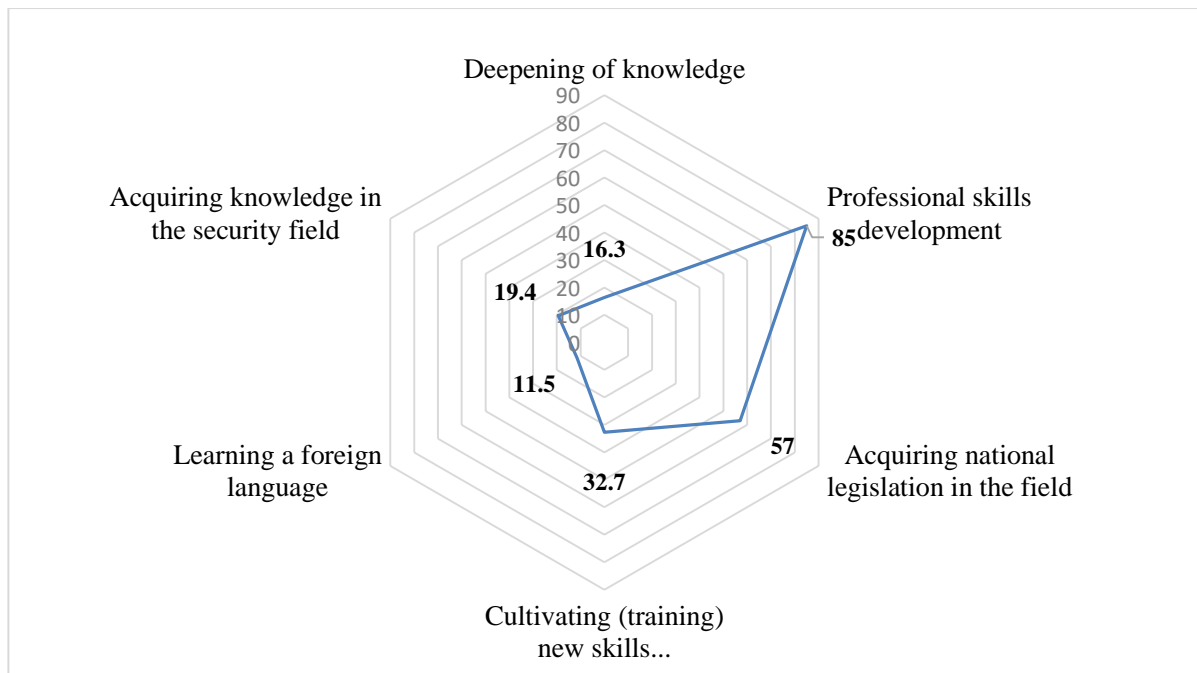


Fig. 8. Frequency of responses regarding the objectives of professional training programs, %

Source: Elaborated by the author based on the questionnaire data.

During the professional activity, some acquired skills lose their value over time, respectively they need to be improved in order for the employee to face new professional challenges. In the research, we aimed to identify those skills that employees would like to develop in the future. For this purpose, the Likert scale was applied in which the respondents were asked to indicate how necessary it is to develop certain skills for the efficient performance of work tasks in the future, where "1" - the respective skill doesn't need to be developed, and "5" - extremely necessary. (Figure 9).

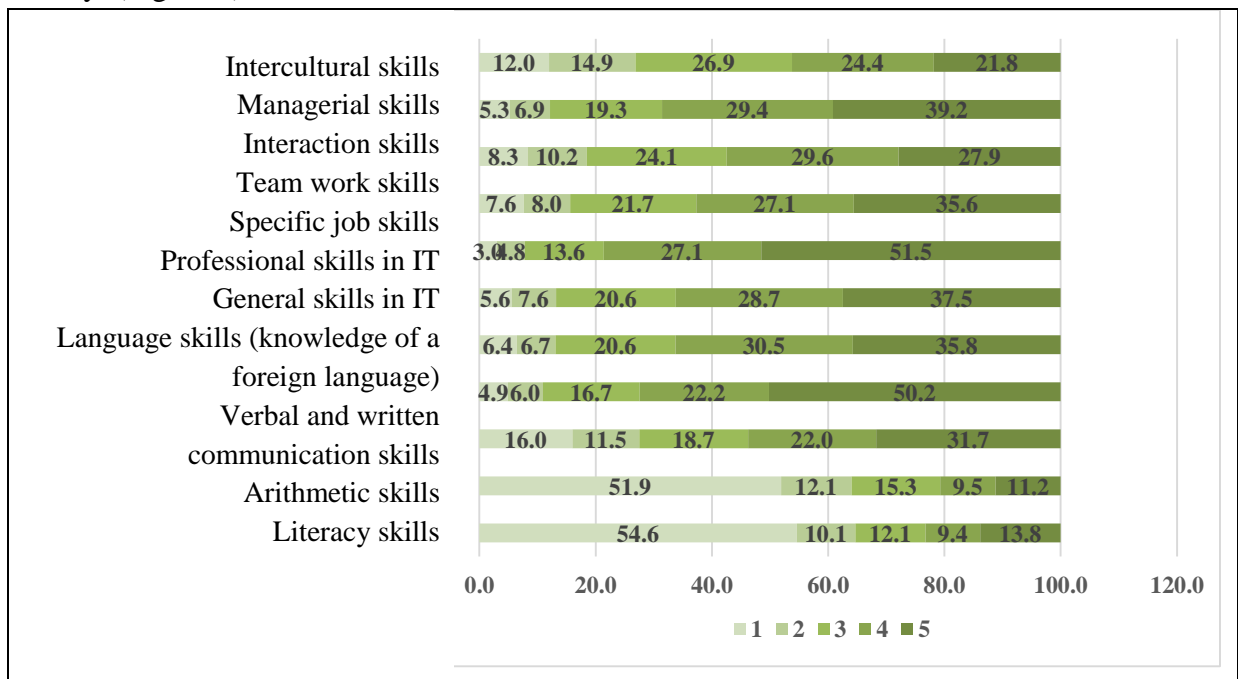


Fig. 9. The need to develop skills among civil servants, %

Source: Elaborated by the author based on the questionnaire data.

According to the respondents, job-specific skills are extremely necessary to be developed in the future (51.5%). Only 3.0% of all the respondents don't consider necessary to develop this skill. A significant number of respondents (50.2%) consider extremely necessary to develop linguistic skills, knowledge of a foreign language, and 22.2% - as very necessary in the future in the exercise of their duties.

In order to evaluate the impact of human resources development management on the competitiveness of the public institutions, we developed an econometric model (Figure 10).

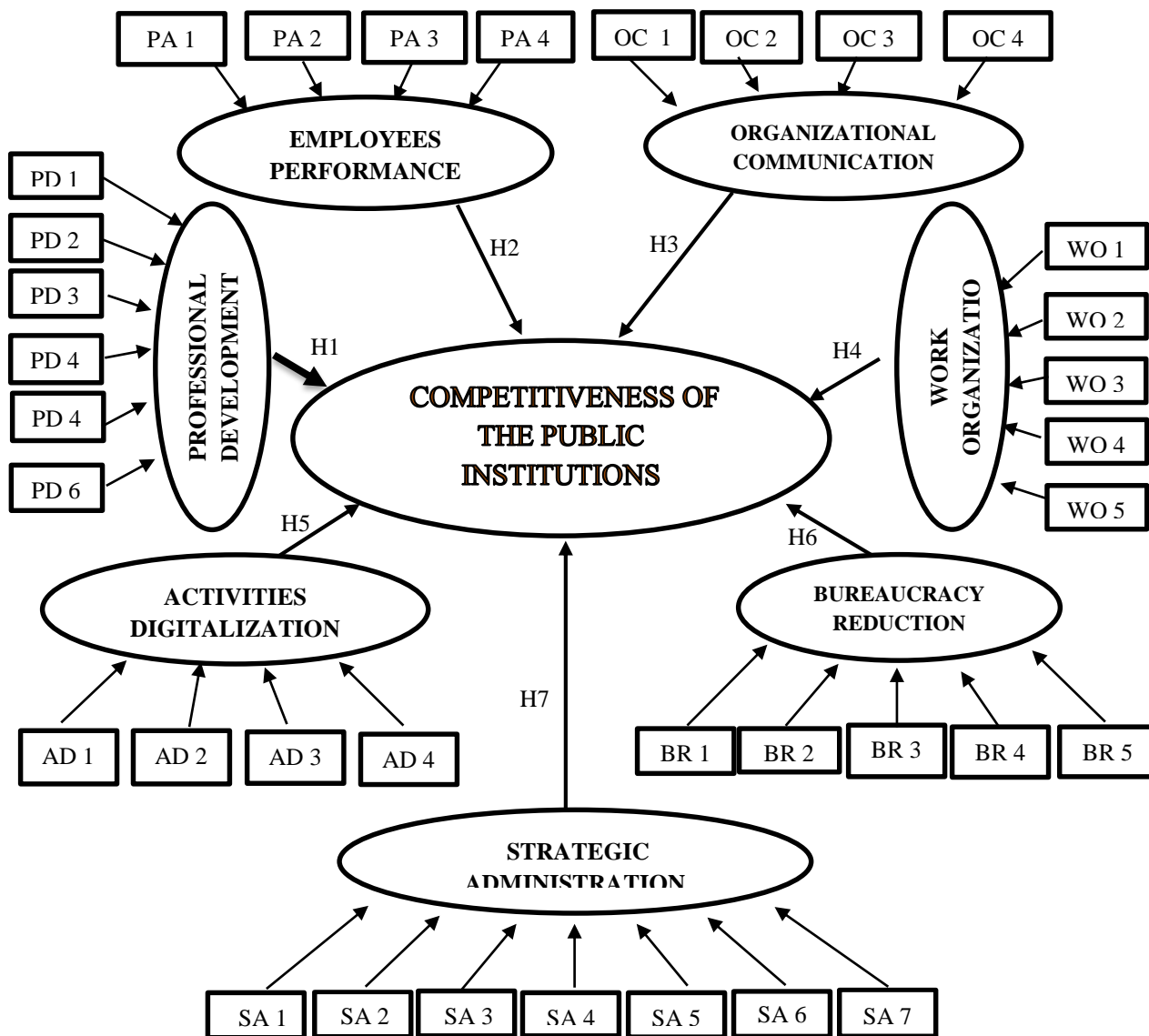


Fig. 10. The model of the determining factors of the public institution's competitiveness

Source: Elaborated by the author.

The number of variables is different for each determining factor included in the research. In the case of the determinant "Professional Development - PD" 6 variables were established. For the determinants "Employees Performance - EP", "Organizational Communication - OC" and "Activities Digitalization - AD" 4 variables were identified for each of them. For the next two determinants - "Work Organization - WO" and "Bureaucracy Reduction - BR" - 5 variables

were established, and for the last determining factor - "**Strategic Administration - SA**" - 7 variables.

Initially, the Cronbach Alpha coefficient was calculated for each determining factor included in the research. The Cronbach Alpha coefficient is used to determine the internal consistency of the variables included in the questionnaire [9]. If the value of the Cronbach Alpha coefficient is higher than 0.9, it is considered to be an excellent consistency of the variables, and for a value lower than 0.5 – the consistency is not accepted [7]. In the case of the presented model, the minimum value of the Cronbach Alpha coefficient was calculated for the determinant "Organizational Communication", and its maximum value was 0.869 for "Strategic Management". Therefore, the consistency of variables for each determining factor is good, and overall for all variables, the consistency is excellent, which proves a good reliability for our research.

In order to validate the model, firstly, was used a confirmatory factor analysis (CFA), by applying the STATA software. In this case, we started from the idea that all 7 determining factors in the presented model, characterized by several variables, are correlated with each other. The results obtained showed high values of the determining factors and are statistically significant (all P's < 0.001), which means sufficient levels of reliability [5], [6] and all the variables are significantly related to the determinants respectively. Also, the 21 covariates among the seven determining factors of the competitiveness of public institutions are presented in Table 4, all of them being positive and significant.

Table 4. Covariates of determining factors and tests of significance, with associated confidence intervals

Covariances	Coefficien t	The standard error	Z	P>z	[95% conf. interval]	
Cov. (PD, AD)	0.391	0.026	14.860	0.000	0.339	0.443
Cov. (PD, OC)	0.306	0.023	13.100	0.000	0.261	0.352
Cov. (PD, WO)	0.185	0.019	9.880	0.000	0.148	0.222
Cov. (PD, EP)	0.319	0.024	13.150	0.000	0.272	0.367
Cov. (PD, SA)	0.318	0.023	13.600	0.000	0.272	0.364
Cov. (PD, BR)	0.403	0.027	14.910	0.000	0.350	0.455
Cov. (AD, OC)	0.392	0.027	14.620	0.000	0.339	0.444
Cov. (AD, WO)	0.219	0.023	9.420	0.000	0.174	0.265
Cov. (AD, EP)	0.345	0.026	13.120	0.000	0.294	0.397
Cov. (AD, SA)	0.344	0.025	13.970	0.000	0.295	0.392
Cov. (AD, BR)	0.520	0.030	17.260	0.000	0.461	0.579
Cov. (OC, WO)	0.174	0.018	9.650	0.000	0.138	0.209
Cov. (OC, EP)	0.272	0.022	12.250	0.000	0.228	0.315
Cov. (OC, SA)	0.283	0.022	12.800	0.000	0.239	0.326
Cov. (OC, BR)	0.376	0.026	14.320	0.000	0.325	0.428
Cov. (WO, EP)	0.194	0.019	10.000	0.000	0.156	0.232
Cov. (WO, SA)	0.221	0.020	10.870	0.000	0.182	0.261
Cov. (WO, BR)	0.229	0.022	10.330	0.000	0.186	0.273
Cov. (EP, SA)	0.336	0.025	13.490	0.000	0.287	0.385
Cov. (EP, BR)	0.360	0.026	13.750	0.000	0.308	0.411
Cov. (SA, BR)	0.368	0.025	14.590	0.000	0.318	0.417

Source: Elaborated by the author based on the questionnaire data.

According to Table 4, the covariance between Activities Digitization (AD) and Bureaucracy Reduction (BR) is significant and has the highest value (Cov. = 0.520, $p < 0.001$). As well, the covariance between Professional Development (PD) and Bureaucracy Reduction (BR) is relatively high (cov = 0.403, $p < 0.001$). Also, we notice a relatively acceptable covariance between PD and AD (Cov. = 0.391, $p < 0.001$), PD and EP (Cov. = 0.319, $p < 0.001$), PD and SA (Cov. = 0.318, $p < 0.001$), as well as between EP and OC (Cov. = 0.306, $p < 0.001$). Even if in other situations, the covariances are lower in value, this shows a correlation between the determining factors that have an impact on the competitiveness of public institutions, and HRD requires a much more complex approach.

To validate the suggested theoretical model, we built a second-order measurement tool, in which the competitiveness of public institutions is reflected through the seven determining factors of competitiveness. The construction that defines competitiveness is measured by the 35 variables of the questionnaire. The second-order model was implemented by PLS-SEM confirmatory factor analysis using SmartPLS software (v. 4.0.8.2) [11].

The estimation of internal consistency reliability allows the evaluation of the similarity of their scores for the variables that measure a determining factor [11]. High correlations between variables indicate that a determining factor has a high level of internal consistency reliability. To check the internal consistency reliability, the composite reliability value and the Cronbach Alpha coefficient value were evaluated. The results obtained in Table 5 indicate that all the determining factors included in the research have high levels of internal consistency reliability, as the values of the Cronbach Alpha coefficient that are well above the threshold value of 0.6, and the composite reliability values are above 0.7.

Table 5. Convergent validity indicators for the second-order measurement model

Latent variables	Composite reliability		AVE	Cronbach alpha
	rho_a	rho_c		
Competitiveness	0.967	0.968	0.502	0.963
AD	0.836	0.890	0.673	0.828
PD	0.855	0.888	0.570	0.848
EP	0.799	0.866	0.620	0.792
OC	0.778	0.850	0.589	0.763
BR	0.840	0.875	0.588	0.848
SA	0.880	0.902	0.571	0.869
WO	0.865	0.888	0.614	0.809

Source: Elaborated by the author based on the questionnaire data.

Also, the validity of the determining factors was assessed by demonstrating convergent and discriminant validity. The convergent validity is established when the variables in a given measure converge to represent the underlying construct (the determining factor in our model's case). The assessment of convergent validity is based on the mean values of the extracted variance (AVE). AVE represents the average value of the squared uploads of the indicators associated with the construct. Thus, the AVE (the average value of the variance that a construct explains in its variables in relation to the global variance of its indicators) is equivalent to the commonality of a construct (determinant). From a statistical point of view, the convergent validity is confirmed when the AVE is greater than 0.50 [11]. The results show that all the AVEs of the determining factors in the presented model are greater than 0.50, which indicates a convergent reliability. In addition,

the values of the Rho_A reliability coefficients are all greater than 0.7. The discriminant validity measures the distinctiveness of a construct. Also, the discriminant validity is demonstrated when the common variance within a construct (determining factor), AVE exceeds the common variance between the determinants.

The Heterotrait-Monotrait (HTMT) model was used to test the discriminant validity. The HTMT model examines the correlations of the indicators between constructs and the correlations of the indicators within a construct. If the value of the HTMT ratio is below 0,9 or 0,85, the discriminant validity has been established between two reflective constructs [8]. The values of the HTMT ratio for the determining factors are presented in Table 6.

Table 6. Indicators of discriminant validity for the second-order measurement model (HTMT rate)

	Competitiveness	AD	PD	EP	OC	BR	SA
AD	0.954						
PD	1.008	0.886					
EP	1.026	0.907	0.983				
OC	1.046	0.994	1.046	0.986			
BR	1.022	0.938	0.996	0.980	1.033		
SA	1.008	0.856	0.945	1.021	0.966	0.930	
WO	0.765	0.588	0.585	0.646	0.634	0.661	0.698

Source: Elaborated by the author based on the questionnaire data.

The information obtained in Table 6 shows that the measurement model best supports the discriminant validity between the following constructs (determining factors of the competitiveness of public institutions): *Work Organization* and *Professional Development*, *Strategic Administration* and *Activities Digitization*.

However, each of the determinants, included and analyzed in this model, has different implications on the competitiveness of organizations, including public institutions. In the case of public institutions, the determining factors were grouped, starting from the variables contained in the questionnaire, which are tangential to the human resources development, and the obtained results, following the application of several statistical methods, show that there are correlations between them.

Taking into account the obtained results through the empirical research carried out, including the developed model, as well as the idea that the employee is viewed and treated as a strategic resource in the activity of any organization, and in the case of public institutions, his role and importance is of even greater significance because it directly influences their performance and competitiveness, the development and implementation of an algorithm for a human resources development system is inevitable which must be periodically adapted to new demands and societal developments. The algorithm for the human resources development that we suggest must start from the development strategy of the public institution, based on the national development strategy of the country whose primary objective is to improve the quality of life of the citizens (Figure 11).

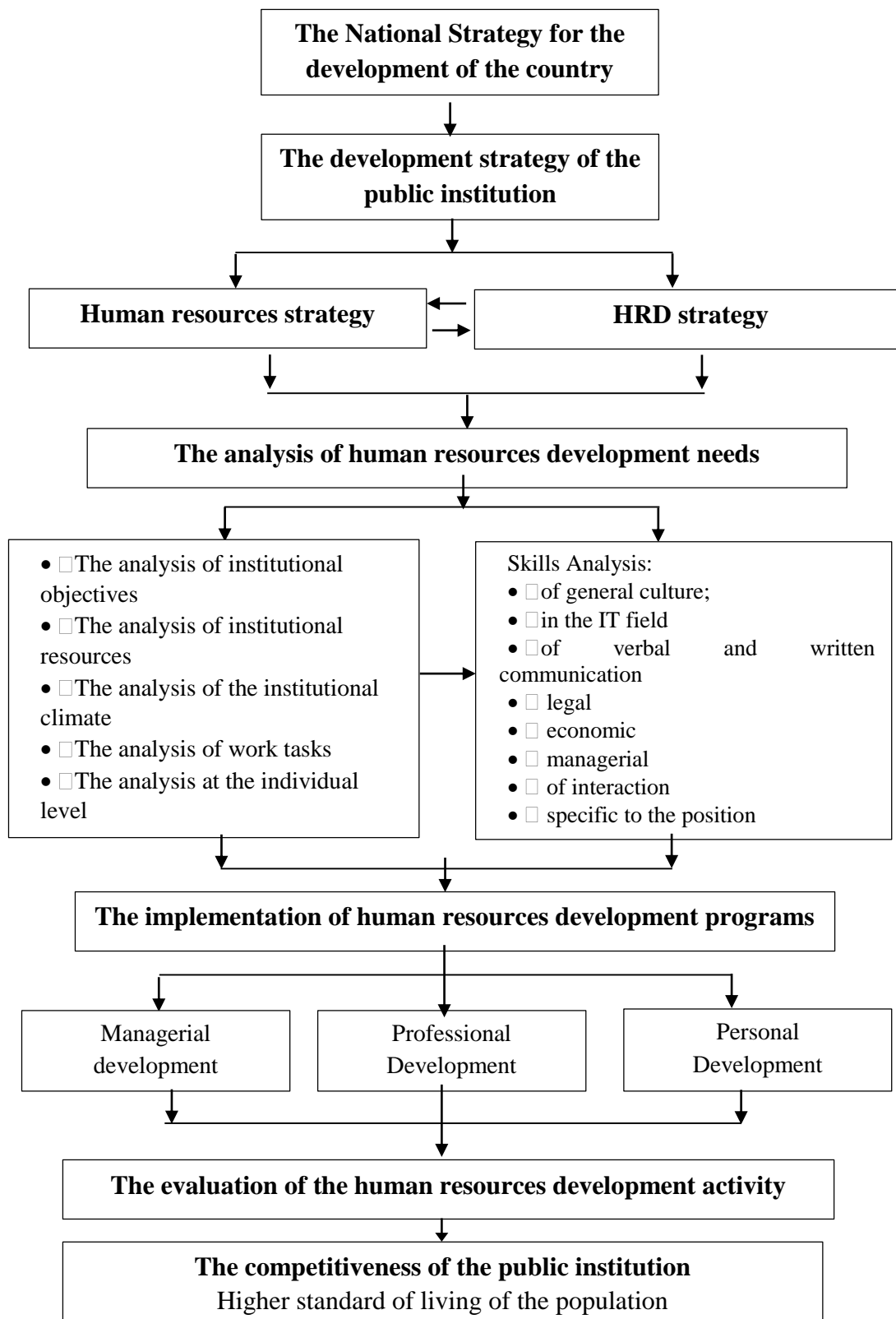


Fig. 11. **The human resources development algorithm in public institutions**

Source: Elaborated by the author.

The logical and consecutive completion of all the stages suggested in this algorithm is necessary for all the public institutions, regardless of their level, because they can obviously contribute to improving competitiveness, expressed through a higher standard of living of the citizens. Decision-makers within public institutions must show more responsibility in this process, by respecting all stages and involving them at each stage of the presented algorithm.

GENERAL CONCLUSION AND RECOMMENDATIONS

The research carried out during the doctoral project, allows us to formulate the following **general conclusion**.

1. From a theoretical point of view, human resources represent the main strategic resource for any type of organization, because they possess a creative force, and the exploitation of their creative potential can lead to ensuring organizational progress and achieving both short-term and long-term goals long. In the knowledge economy, when the knowledge and skills of the employees are worth even more, is required another approach from the upper management in relation to the human resources they have in subordination.

2. As the knowledge-based economy develops rapidly, the human resources development management represents an area that must become a priority for decision makers at all levels – national and organizational – due to the effects and benefits that human resources can create. That is why the management of human resources development must be seen as a complex activity, carried out in several stages that must be followed by the managers within the organizations. By observing and going through all the stages in the process of managing the human resources development, can be achieved a higher level of efficiency of this activity.

3. The human resources development has a direct impact on the competitiveness of organizations, including public institutions. In the case of public institutions, the impact of human resources development on competitiveness is even more significant, because the strategies and policies developed and implemented at the national or sectoral level must lead to an increase of the citizens' living standards. So, there must be an interaction between human resources development and institutional strategy on the one hand, and human resources development and human resources management and organizational culture, on the other hand. The interaction between them will create a symbiosis that will lead to increasing the competitiveness of public institutions.

4. There are a multitude of determining factors addressed from the HRD perspective that influence the competitiveness of the public institutions. Each determining factor can have a greater or lesser impact on the overall competitiveness of the public institution. The level of influence of each determining factor depends on how it is treated in terms of human resources development, it means, the level of professionalism of the employees of public institutions.

5. In the Republic of Moldova, the participation of the employees in the continuous professional development process is reduced. At the national economy level, the global rate of participation in continuous professional training was below 20%, with an insignificant increase in the period 2015-2022. In the case of private sector organizations, only those in Finance and Insurance and Information and Communications registered a higher overall rate than that of the national economy. In some activity fields, the global rate of participation in continuous professional training is below 10%, which has a negative impact on organizational competitiveness. Compared to EU member states, the participation rate of the employees in continuous professional training is much lower in the Republic of Moldova.

6. The research shows an increase in the participants rate in informal training. This proves that the informal training, carried out in different forms, contributes to increasing the professionalism of the employees, which ultimately influences organizational performance and competitiveness. In most activity fields of the national economy, the share of participants in informal training increased, in the period 2015-2022. During the analyzed period, the share of

participants in informal training increased twice at the national economy level, and in some activity sectors even more.

7. The funds allocated for continuous professional training are insufficient in the Republic of Moldova. Although the national legislation stipulates that organizations are obliged to allocate at least 2% of the salary fund for professional training, few organizations fall within the legal limits by allocating financial resources according to the legislation. Even public administration institutions, which are the compliance guarantor with the legal framework, don't comply with that provision. Comparing with the practices of the EU member states regarding the financial means intended for professional training, in the Republic of Moldova they are more than 10 times smaller compared to some EU member states.

8. The State Chancellery within the Government of the Republic of Moldova is responsible for the formalized training of civil servants at the central and local level. Based on the requests of the central and local public administrations, it establishes the State Command which is approved annually by government decision. Previously, the Academy of Public Administration, currently the Institute of Public Administration within the State University of Moldova is the only beneficiary of the State Command, all the financial resources allocated for this purpose being redirected to the respective institution. The results of the research demonstrate that the most beneficiaries of formalized training were civil servants from APC, even if, they have more opportunities for training compared to civil servants from APL, level I and II.

9. The carried-out investigations show that there is a certain correlation between investments in the professional human resources development and the level of competitiveness of a country, including the performance of the public sector. Countries that invest more in human resources development occupy a better position in the international ranking of the Global Competitiveness Index and the Performance of Public Sector Institutions. In 2020, the Republic of Moldova occupied the 80th position in the international ranking regarding the Global Competitiveness Index and the Performance of public sector institutions, and the expenses for continuous professional training constituted only 0.14% of the labor force expenses.

10. The advantages and benefits of the professional training are perceived not only by the decision-makers of the public institutions, but also by their officials. The research results show that many civil servants participate in the training process with the aim of increasing the level of professional performance or from the desire to update professional knowledge and skills. They make the public institution officials more professionally performing and thus make the public institution more competitive.

11. Vocational training programs contribute to the development of the skills of civil servants for the implementation of national and sectoral strategies. The officials of the public institutions consider the set of 11 skills presented in the paper necessary to be permanently developed. The development of language skills, knowledge of a foreign language, are very important for public servants in the APC, in case of opening the negotiation process on the accession of the Republic of Moldova to the European Union. The competence to know a foreign language is equally important for civil servants within the APL. By opening the accession negotiations of the Republic of Moldova to the EU, new opportunities appear for APL regarding accessing European funds, in the form of projects that contribute to improving the community's standard of living, making the public institution more competitive.

12. The econometric model for determining the impact of the professional development of officials on the competitiveness of public institutions is characterized by seven determining

factors: professional development, employee performance, organizational communication, work organization, activities digitization, bureaucracy reduction and strategic administration. Each of the factors included in the econometric model proves a level of influence on the competitiveness of the public institution. Also, the obtained results show the existence of an interdependence between professional development and the other determining factors of the competitiveness of public institutions. Since our research included most central public administration institutions, the given model can be considered a representative one and could be applied to certain periods to notice how the impact of the determining factors on the competitiveness of public institutions changes over time.

The general conclusions reflect the situation of the human resources development in the public institutions of the Republic of Moldova and, at the same time, allow us to put forward some **recommendations** that will contribute to the improvement of the given field, with beneficial implications on their competitiveness. The formulated recommendations are addressed to **the institutions of the central and local public administrations**.

1. *To include in the institutional strategy or in the development plan of the institution a compartment related to the human resources development in which to present the necessary priorities and actions.* This will lead to an increasing responsibility and improving the attitude of both decision-makers towards HRD and public institution officials, which will confer a much more responsible approach to the given field.

2. *Identifying the professional training needs of public institution officials according to priorities.* By determining the professional training needs of the officials of the public institutions, it will be possible to more accurately identify the skills that need to be developed or updated among the officials, thus contributing to the achievement of the institutional objectives and increasing its competitiveness.

3. *A much closer evaluation of the content of professional training programs by the decision makers of the public institutions.* Taking into account the fact that any training program involves certain costs, more caution is needed from the decision makers, so that the selected training program brings them more value, respectively, to perform much better the work tasks related to the job.

4. *Increasing the number of the employees benefiting from continuing vocational training programs, both at the level of the national economy and at the level of public administration institutions.* Considering the fact that in the paper we showed the direct link between professional training and competitiveness, an increase in the rate of participants in professional training will lead to an increase in national and institutional competitiveness. In addition, under the current conditions, when knowledge is changing even faster, the number of participants in vocational training programs must increase even more to meet new societal challenges.

5. *Increasing the level of funding of professional training.* The volume of financial resources allocated to professional development is very small at the national level, compared to that of the EU member states. Even if the financial resources are limited, at least the legal framework for financing human resources development needs to be respected. In the knowledge economy, knowledge counts a lot in the equation of organizational success, and employees endowed with diversified knowledge and skills, create greater added value for the organization, respectively, the allocated financial resources will be recovered over time.

6. *The capitalization of the alternative sources of financing for the professional development of the officials from central and local public administration institutions.* The initiation of the

negotiation process regarding the accession of the Republic of Moldova to the EU, implies new possibilities for public administration institutions regarding the attraction of non-refundable financial resources, and a part of them could be oriented towards the professional development of officials. Also, some European institutions offer free of charge various vocational training programs that may be attended by officials of central and local public administration institutions.

7. *Reducing the disproportionality between participants in the formalized training organized by the State Chancellery.* Currently, it is confirmed that most of the participants of the formalized training are officials of APC institutions. Under these conditions, it is necessary to attract more officials from APL institutions in the formalized training process. Moreover, APC officials have more training opportunities, including informal training, which also helps to increase their value. This makes the discrepancy between the value of officials in APC institutions and those of APL even further increase.

8. *Demonopolization of formal training organized by the State Chancellery.* Giving total trust to a single institution for carrying out the formalized training of public institution officials is not the best solution because it does not ensure a certain competition between educational institutions regarding the quality and content of the professional training programs. Moreover, the results of the sociological research show that the programs offered by the educational institutions are not considered very necessary in the professional development of the public institution officials.

9. *Periodic evaluation of the determining factors of the competitiveness of public institutions.* Taking into account the existence of an interdependence between professional development and institutional competitiveness, as well as the connection between professional development and the other identified determining factors, the periodic evaluation of the determinants will allow HRD managers to negotiate more concretely the content of professional training programs, from the perspective of the strategic development of public institution, as well as to anticipate expectations in terms of professional skills.

10. *The implementation of the human resources development algorithm in central and local public administration institutions.* The presented algorithm provides greater clarity on HRD activity, and following and completing all the stages in the order described, will make professional development more efficient and contribute more to increasing the competitiveness of public institutions.

From a social point of view, our results highlight the actions that need to be taken to increase the competitiveness of public institutions. A greater competitiveness will lead to an improvement in the quality of public services and the people's living standards. Also, a greater competitiveness of the public institutions, reflected by the improvement of the population's standard of living, will increase citizens' trust in public institutions.

Limits of research

The limitations of this research consist in the fact that, until now, no study carried out in the Republic of Moldova has evaluated the competitiveness of public institutions in terms of human resources development, and we cannot compare the results to identify a definite trend in this field.

Another limitation of the study resides in the design of the research model. In a future study, the model could be adjusted by including more variables for each determining factor and retesting it for validation. In addition, the given model can be applied, in the future, at the regional and local level to find out to what extent the determining factors influence the competitiveness of public institutions at the regional or local level.

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ADNOTARE

la teza de doctor în științe economice „Impactul managementului dezvoltării resurselor umane asupra competitivității instituțiilor publice”, autor Igor MATVEICIUC, specialitatea 521.03, Economie și management în domeniul de activitate, Chișinău, 2024

Structura tezei: introducere, trei capitole, concluzii generale și recomandări, bibliografia din 237 de titluri, 16 anexe, 157 de pagini text de bază, 27 de tabele, 43 de figuri. Rezultatele tezei sunt reflectate în 9 lucrări științifice (2 lucrări în reviste indexate Scopus și Web of Science, 3 lucrări în reviste indexate BDI peste hotare, 1 lucrare în revistă de categoria B și 3 lucrări în volumul conferințelor științifice internaționale.

Cuvinte cheie: resurse umane, dezvoltarea resurselor umane, managementul dezvoltării resurselor umane, competitivitate, factori determinanți, instituții publice.

Domeniu de studiu: Economie și management în domeniul de activitate.

Obiectul cercetării îl reprezintă resursele umane din instituțiile administrațiilor publice centrale și locale din Republica Moldova, responsabile pentru prestarea serviciilor cu impact asupra creșterii nivelului de trai al populației.

Scopul lucrării: constă în cercetarea și ajustarea cadrului teoretic, metodologic și aplicativ al managementului dezvoltării resurselor umane în instituțiile publice, precum și a impactului acestuia asupra competitivității instituțiilor publice.

Obiectivele cercetării: cercetarea fundamentelor teoretice ale dezvoltării resurselor umane, precum și a semnificației acestuia în cadrul organizațiilor; evaluarea conținutului metodologic al sistemului de management al dezvoltării resurselor umane la nivel organizațional; determinarea interdependenței dintre dezvoltarea resurselor umane și competitivitatea instituțională; identificarea factorilor determinanți ai competitivității instituțiilor publice, din perspectiva dezvoltării resurselor umane; analiza sistemului de instruire și dezvoltare profesională la nivel național și pe domenii de activitate; determinarea nivelului de formare profesională a funcționarilor instituțiilor aflate în subordinea administrațiilor publice centrale și locale; evaluarea prin studiu empiric a elementelor managementului dezvoltării resurselor umane din instituțiile publice centrale și locale; elaborarea modelului econometric privind impactul factorilor determinanți asupra competitivității instituțiilor publice, din perspectiva managementului dezvoltării resurselor umane; formularea unui set de recomandări care au ca obiectiv îmbunătățirea managementului dezvoltării resurselor umane în instituțiile publice, cu implicații asupra competitivității acestora.

Noutatea și originalitatea științifică constă în îmbogățirea cadrului teoretic și metodologic al managementului dezvoltării resurselor umane în cadrul organizațiilor și efectuarea conexiunii cu competitivitatea la nivel instituțional și național prin identificarea factorilor determinanți, precum și evaluarea impactului acestora asupra competitivității instituțiilor publice din perspectiva managementului dezvoltării resurselor umane.

Problema științifică soluționată: evidențierea particularităților managementului dezvoltării resurselor umane și a impactului acestuia asupra competitivității instituțiilor publice din Republica Moldova. Au fost identificați factorii determinanți care au tangență cu dezvoltarea resurselor umane, fiecare având propria contribuție asupra competitivității instituțiilor publice.

Semnificația teoretică a lucrării. Permite înțelegerea mult mai vastă a categoriilor ce caracterizează dezvoltarea resurselor umane la nivel organizațional, iar abordarea sistemică a problemei cercetate oferă factorilor de decizie un tablou general asupra viitoarelor decizii legate de dezvoltarea profesională a angajaților. La fel, este arătată legătura directă dintre dezvoltarea resurselor umane și competitivitatea instituțiilor publice, prin luarea în considerație a mai multor factori determinanți.

Valoarea aplicativă a lucrării. Rezultate obținute pot fi implementate în planurile de dezvoltare a instituțiilor administrațiilor publice centrale și locale și la formularea strategiilor instituționale care să cuprindă și dezvoltarea resurselor umane, precum și în calitate de material didactic la disciplina „Dezvoltarea profesională a personalului”.

Implementarea rezultatelor științifice. Au fost luate în considerație de factorii de decizie în procesul de elaborare a planurilor de dezvoltare instituțională. În afară de aceasta, rezultatele obținute și recomandările formulate au avut efecte benefice asupra managementului dezvoltării resurselor umane din mai multe instituții ale administrației publice centrale și locale.

ANNOTATION

for the doctoral thesis in economic sciences "*The impact of human resources development management on the competitiveness of public institutions*", author Igor MATVEICIUC, speciality 521.03, Economics and management in the activity field, Chisinau, 2024.

Structure of the thesis: introduction, three chapters, general conclusion and recommendations, bibliography of 237 titles, 16 appendices, 157 pages of basic text, 27 tables, 43 figures. The results of the thesis are reflected in 9 scientific papers (2 papers in Scopus and Web of Science indexed journals, 3 papers in BDI indexed journals abroad, 1 paper in category B journal and 3 papers in the proceedings of conferences.

Keywords: human resources, human resources development, the management of the human resources development, competitiveness, determinants, public institutions.

Field of study: Economics and management in the activity field.

The object of the research is the human resources in central and local public administration institutions of the Republic of Moldova, responsible for providing services that have an impact on raising people's living standards.

The purpose of the paper: consists in the research and adjustment of the theoretical, methodological and applied analysis of the management of the human resources development in public institutions, as well as its impact on the competitiveness of the public institutions.

Research objectives: the research of the theoretical foundations of human resources development, as well as its significance within organizations; the evaluation of the methodological content of the management of the human resources development system at the organizational level; determining the interdependence between human resources development and institutional competitiveness; identifying the determinants of the competitiveness of public institutions, from the perspective of human resources development; the analysis of the training and professional development system at the national level and by the activity fields; determining the level of professional training of the officials of the institutions subordinated to the central and local public administrations; the evaluation by empirical study of the management elements of the human resources development in central and local public institutions; the elaboration of the econometric model regarding the impact of the determinants on the competitiveness of public institutions, from the perspective of the management of the human resources development; formulating a set of recommendations aimed at improving the management of human resources development in public institutions, with implications for their competitiveness.

The scientific novelty and originality consist in enriching the theoretical and methodological framework of the management of the human resource development within organizations and making the connection with competitiveness at the institutional and national level by identifying the determinants, as well as evaluating their impact on the competitiveness of public institutions from the perspective of the management of the human resource development.

Scientific problem solved: highlighting the peculiarities of the management of human resources development and its impact on the competitiveness of the public institutions in the Republic of Moldova. The determinants related to the human resources development were identified, each having its own contribution to the competitiveness of public institutions.

The theoretical significance of the research. They allow a much wider understanding of the categories that characterize the human resources development at the organizational level, and the systemic approach of the researched problem provides decision makers with an overview of the future decisions related to the professional development of employees. Also, the direct connection between the human resources development and the competitiveness of the public institutions is shown, by taking into account several determinants.

The applied value of the research. The results obtained can be implemented in the development plans of the institutions of central and local public administrations and in the formulation of institutional strategies that also include the human resources development, as well as didactic material for the discipline "The professional development of the staff".

The implementation of scientific results. They were taken into account by decision-makers in the process of drawing up institutional development plans. Furthermore, the results obtained, and the recommendations formulated had beneficial effects on the management of the human resources development in several institutions of the central and local public administration.

АННОТАЦИЯ

на докторскую диссертацию по экономическим наукам «Влияние управления развитием человеческих ресурсов на конкурентоспособность государственных учреждений», автор Игорь МАТВЕЙЧУК, специальность 521.03, Экономика и менеджмент в сфере деятельности, Кишинев, 2024 г.

Структура диссертации: введение, три главы, общие выводы и рекомендации, библиография из 237 наименований, 16 приложений, 157 страницы основного текста, 27 таблиц, 43 рисунка. Результаты диссертации отражены в 9 научных статьях (2 статьи в журналах, индексируемых Scopus и Web of Science, 3 статьи в зарубежных журналах, индексируемых BDI, 1 статья в журнале категории В и 3 статьи в сборниках международных конференций).

Ключевые слова: человеческие ресурсы, развитие человеческих ресурсов, управление развитием человеческих ресурсов, конкурентоспособность, определяющие факторы, государственные институты.

Область обучения: Экономика и менеджмент в сфере деятельности.

Объектом исследования являются человеческие ресурсы учреждений центрального и местного публичного управления Республики Молдова, отвечающие за предоставление услуг, влияющих на повышение уровня жизни населения.

Цель работы заключается в исследовании и корректировке теоретической, методологической и прикладной базы управления развитием человеческих ресурсов в государственных учреждениях.

Задачи исследования: исследование теоретических основ развития человеческих ресурсов, а также его значения в организациях; оценка методического содержания системы управления развитием человеческих ресурсов на организационном уровне; определение взаимозависимости между развитием человеческих ресурсов и институциональной конкурентоспособностью; выявление определяющих факторов конкурентоспособности государственных учреждений с точки зрения развития человеческих ресурсов; анализ системы обучения и повышения квалификации на национальном уровне и по сферам деятельности; определение уровня профессиональной подготовки должностных лиц учреждений, подведомственных центральному и местному публичному управлению; оценка путем эмпирического изучения элементов управления развитием человеческих ресурсов в центральных и местных государственных учреждениях; разработка эконометрической модели влияния определяющих факторов на конкурентоспособность государственных учреждений с точки зрения управления развитием человеческих ресурсов; формулирование комплекса рекомендаций, направленных на улучшение управления развитием человеческих ресурсов в государственных учреждениях, с последствиями для их конкурентоспособности.

Научная новизна и оригинальность заключается в обогащении теоретико-методологической базы управления развитием человеческих ресурсов внутри организаций и установлении связи с конкурентоспособностью на институциональном и национальном уровне путем выявления определяющих факторов, а также оценки их влияния на конкурентоспособность государственных учреждений с точки зрения управления развитием человеческих ресурсов.

Решенная научная задача: подчеркнуть особенности менеджмента для развития человеческих ресурсов и его влияние на конкурентоспособность государственных учреждений в Республике Молдова. Выявлены определяющие факторы, связанные с развитием человеческих ресурсов, каждый из которых имеет свой вклад в конкурентоспособность государственных учреждений.

Теоретическая значимость. Работа позволяет гораздо шире понять категории, характеризующие развитие человеческих ресурсов на организационном уровне, а системный подход к исследуемой проблеме дает лицам, принимающим решения, общую картину будущих решений, связанных с профессиональным развитием сотрудников. Таким же образом показана прямая связь между развитием человеческих ресурсов и конкурентоспособностью государственных учреждений с учетом ряда определяющих факторов.

Прикладная ценность работы. Полученные результаты могут быть реализованы в планах развития институтов центрального и местного публичного управления и при формулировании институциональных стратегий, включающих в том числе развитие человеческих ресурсов, а также в качестве дидактического материала по дисциплине «Профессиональное развитие кадров».

Внедрение научных результатов. Они были учтены лицами, принимающими решения, в процессе составления планов институционального развития. Кроме того, полученные результаты и сформулированные рекомендации оказали благотворное влияние на управление развитием человеческих ресурсов в ряде учреждений центрального и местного публичного управления.

MATVEICIUC IGOR

**THE IMPACT OF MANAGEMENT OF THE HUMAN RESOURCES DEVELOPMENT
ON THE COMPETITIVENESS OF PUBLIC INSTITUTIONS**

SPECIALITY 521.03 - Economics and management in the activity field

Summary of the doctoral thesis in economic sciences

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