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Strategic Human Resource Management in the Context of Global Labor: A Case Study in Romania

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ABSTRACT

Human resource management is closely linked to the labor market context, as the relationships between elements such as wages, job vacancies, emigration, and immigration can be complex and interdependent. In this paper, we proposed linear regression analyses to test the relationships between these four indicators, using data from Romania. The results show that temporary emigrants have a significant impact on job vacancies, while temporary immigrants affect the evolution of net average wages, and the evolution of net average wages also has an impact on the number of immigrants. Furthermore, it was found that there is no statistically significant relationship between job vacancies and net average wages in Romania.

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1. Introduction

In an organization, human resources encompass all individuals who make up the workforce, along with the knowledge, skills, experiences, and abilities each person brings to the organization's activities, thus collectively forming the human capital of the organization.

In this context, human resource management (HRM) aims to ensure the efficient and strategic management of an organization's human capital by directing activities, policies, and practices toward the attraction, selection, integration, development, motivation, evaluation, and retention of employees, so that they can optimally contribute to the achievement of organizational objectives.

At the macro level, human resource management is closely connected to the labor market context, as the relationships between HRM strategies and elements such as wages, job vacancies, emigration, and immigration can be both complex and interdependent.

In terms of wages, an important indicator influenced by human resource management (HRM) is the average wage across the economy. While the minimum wage is regulated by the government, taking into account factors such as inflation, the cost of living, and negotiations between the government, trade unions, and employers' associations, the average wage reflects the mean of employee income in the economy and is shaped by HRM decisions. These decisions are based on elements such as labor market supply and demand, the level of employee qualification, the sector of activity, the geographic region, and other factors. Therefore, the government does not directly control the average wage, as it results from the individual HRM policies adopted across all organizations.

Human resource management also contributes to emigration and immigration indicators. The HRM practices across organizations are responsible for ensuring favorable working conditions, providing opportunities for professional development, and maintaining stimulating organizational work environments. In the absence of integrated strategies in these areas, the phenomenon known as "brain drain" may occur, where specialists migrate to labor markets that offer better salary and career development prospects, thereby contributing to the rise in emigration indicators.

On the other hand, the immigration indicator is closely related to human resource management, as a country facing an increase in emigration and a large number of job vacancies, immigration represents an opportunity to fill the labor force shortage. Thus, HRM is responsible for the professional and social integration of employees from other countries or cultures by developing inclusive policies and promoting diversity. Therefore, in the context of emigration and immigration, HRM, together with national policies and economic and social conditions, directly influences the availability and structure of the labor force in a country.

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The dynamics between salary, emigration, and immigration affect another significant indicator for the labor market, namely, job vacancies. This indicator reflects the imbalances between labor demand and supply, and HRM also influences it, as human resource strategies and policies shape the overall structure of the labor market and implicitly affect job availability.

Therefore, these four indicators, namely, the average salary, emigration, immigration, and job vacancies, show us, on one hand, the dynamics of the labor market, and on the other hand, the efficiency or the challenges faced by human resource management in a particular country.

Given these implications, this paper aims to conduct a case study using data from Romania, in order to create linear regression analyses with the four indicators: job vacancies, emigration, immigration, and average wage. The results obtained should provide an overview of the dynamics of the labor market in Romania and also an insight into the challenges and strategies of human resource management, as revealed by the evolution of these four indicators in Romania, which are influenced by the global labor market context.

2. Literature review

At the macro level, labor force indicators are given particular attention by public policies, and any unfavorable changes in these indicators are serious causes for concern. In a country's economy, low unemployment contributes to the creation of a favorable economic and social framework, and integrating employment and decent work into economic growth objectives helps increase the benefits for the population (Jo et al., 2023).

Regarding job vacancies, they reflect certain dysfunctions in how the labor market operates. This may be due either to a mismatch between the demand and supply of labor or to unattractive employment conditions, such as the salary level (Sannikova and Grizane, 2018).

In the specialized literature, according to Manning (2000), most studies on job vacancies focus primarily on aspects related to human resource management, such as the outcome of the recruitment process or the resources invested by organizations in recruitment, as well as the job vacancy rate, a macro indicator that reflects, rather, an outcome of HRM.

Manning (2000) also proposed a study that investigated the process by which job vacancies are filled in low-paid segments of the labor market. The study was conducted in the United Kingdom, and the research findings showed that job vacancies in these sectors attract a small number of applicants. It was thus stated that the wage offered is highly important for filling job vacancies, but there are also other non-wage factors that matter, such as the location of the workplace.

Regarding the average wage in the economy, it is important to mention that we have chosen this indicator because it is more influenced by HRM, compared to the minimum wage, which is set at the governmental level. The average wage is an arithmetic mean between the lowest and the highest wages in the economy, representing a basic indicator of wage levels. However, it is important to note that the highest extremes can significantly influence the average results (Marek, 2017). Nevertheless, for this study, the average wage remains an indicator that we can consider to assess the dynamics in the labor market with regard to emigration, immigration, and job vacancies, as a result of wage changes.

In the context of emigrants, this refers to the number of people who left for other countries in search of better job opportunities. Romania is recognized at the European level as having a significant number of emigrants, generating a profound impact on human resources management within organizations in Romania. It is important to mention that, in Romania, the phenomenon of labor force migration has occurred both among unqualified and qualified individuals (Mihalcea, 2017).

In the context of significant labor force emigration, human resource management may adopt a strategy of integrating immigrants from less developed countries, a situation increasingly encountered across Europe (Loužek, 2008).

However, decisions regarding the calibration of the number of immigrants relative to emigrants at the macro level can have multiple implications for the labor market and, ultimately, for the economy. In the academic literature, there are, for example, cases where the immigration flow has reduced the average income of natives in the long run (Islam and Khan, 2015). Thus, all these findings demonstrate how labor market indicators influence each other, and decisions regarding these indicators can create vicious or virtuous cycles for organizations, or for the welfare of the population and the economy of a country, which is why they must be carefully weighed.

3. Methodology

In this paper, we aim to test how temporary emigrants and immigrants influence job vacancies in Romania. We will also examine how temporary immigration affects the average salary, or whether the average salary impacts temporary immigration. Finally, the last analysis focuses on the relationship between average wages in Romania and job vacancies.

We will conduct these analyses using simple linear regression models, including a multiple linear regression model, to test the relationship between temporary emigrants and immigrants as independent variables and job vacancies as the dependent variable, using the following formula:

$$Y=a + b_1X_1 + b_2X_2 + u \ (1)$$

Where Y represents the dependent variable, a is the intercept (constant), b_1 and b_2 are the regression coefficients for each independent variable, X_1 and X_2 represent the independent variables, and u is the error term.

Additionally, the other analyses in which we investigate the relationships between temporary immigrants (independent variable) and the average salary (dependent variable), the average salary (independent variable) and temporary immigrants (dependent variable), as well as vacant jobs (dependent variable) and the average salary (independent variable) will be carried out using simple linear regression analyses, following the formula:

$$Y = a + bx + u \ (2)$$

Where Y represents the dependent variable, a represents the intercept (constant), b is the regression coefficient, X represents the independent variable, and u is the error term. The analyses will be performed using the EViews software.

4. Results

The following table includes data on the evolution of the average net wage in the economy, the number of vacant jobs, the number of temporary emigrants, and the number of temporary immigrants in Romania between 2008-2023.

Table no. 1. The evolution of the indicators Net Average Wage, Vacant Jobs, Temporary Emigrants, and Temporary Immigrants in Romania, from 2008 to 2023

Year	Net Average Wage in December (AW) -RON-	Vacant jobs (VJ) -number-	Temporary Emigrants (TEM) -number-	Temporary Immigrants (TIM) -number-
2008	1489	92222	302796	138929
2009	1477	38625	246626	135844
2010	1496	24239	197985	149885
2011	1604	26057	195551	147685
2012	1697	24825	170186	167266
2013	1760	30643	161755	153646
2014	1866	38523	172871	136035
2015	2114	49952	194718	132795
2016	2354	59753	207578	137455
2017	2629	59987	242193	177435
2018	2957	60586	231661	172578
2019	3340	53821	233736	202422
2020	3620	37714	186818	145519
2021	3879	42704	216861	194642
2022	4398	45111	202311	293024
2023	5079	39934	239244	324091

Source: National Institute of Statistics (Romania), TEMPO online – social statistics [Accessed 26 April 2025].

The Table no. 1. provides data from Romania on four variables across a period from 2008 to 2023: Net Average Wage in December (AW), Vacant Jobs (VJ), Temporary Emigrants (TEM), and Immigrants (TIM). The data is presented in terms of numbers for vacant jobs, emigrants, and immigrants, and in RON, the national currency of Romania, for the net average wage.

From 2008 to 2023, the Net Average Wage (AW) has shown a steady increase, reflecting a consistent rise in the economic capacity of individuals. In 2008, the average wage was 1.489 RON, and by 2023, it had reached 5.079 RON, marking a significant upward trend. This increase could be indicative of improvements in the national economy, possibly driven by inflation adjustments, economic growth, or other fiscal policies implemented during this period.

The Vacant Jobs (VJ) fluctuated throughout the years, with a notable decline in 2009, which can likely be attributed to the economic recession following the global financial crisis. The number of vacant jobs remained relatively low in the following years but began to increase significantly from 2013 onwards, with a peak in 2016 at 59.753 vacant positions. This upward trend in vacant jobs suggests a recovery in the labor market and a possible expansion of business activities as the economy gained strength.

Temporary Emigrants (TEM) demonstrated considerable fluctuations over the years, with a peak in 2008 at 302.796 and a sharp decline in the subsequent years, reaching its lowest point in 2013 at 161.755. The numbers then began to increase again after 2014, and in 2023, the number of temporary emigrants was 239.244. This pattern may reflect the socio-economic conditions, with varying trends of migration based on domestic and international labor demand.

Similarly, the number of Immigrants (TIM) fluctuated over the years, reaching a low point in 2009 at 135.844 and increasing substantially afterward. In 2023, the number of immigrants stood at 324.091, the highest observed in the table. This significant increase in immigrants could reflect various factors, including changes in the country's labor market, migration policies, and the broader geopolitical context.

Using these data, we propose a linear regression analysis with Vacant Jobs (VJ) as the dependent variable and Temporary Emigrants (TEM) and Immigrants (TIM) as independent variables. The aim of this analysis is to assess whether the two independent variables have an impact on vacant jobs in Romania and to measure this impact.

Dependent Variable: VJ
Method: Least Squares
Date: 04/28/25 Time: 11:28
Sample: 2008 2023
Included observations: 16

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	-28686.65	18877.56	-1.519616	0.1525
TEM	0.391244	0.082731	4.729137	0.0004
TIM	-0.052568	0.052661	-0.998249	0.3364

R-squared	0.633473	Mean dependent var	45293.50
Adjusted R-squared	0.577084	S.D. dependent var	17484.65
S.E. of regression	11370.61	Akaike info criterion	21.68281
Sum squared resid	1.68E+09	Schwarz criterion	21.82767
Log likelihood	-170.4625	Hannan-Quinn criter.	21.69023
F-statistic	11.23402	Durbin-Watson stat	1.160235
Prob(F-statistic)	0.001468		

Figure no. 1. The impact of TEM and TIM on VJ
Source: Authors' own data processing in eViews, based on the data from Table 1

According to Figure no. 1, the coefficient for the constant (C) is -28.686,65, with a standard error of 18.877,56. The t-statistic for this coefficient is -1,5196, and the associated probability is 0,1525, which is above the commonly used significance level of 0,05. This suggests that the constant term is not statistically significant in explaining Vacant Jobs.

The coefficient for Temporary Emigrants (TEM) is 0,3912, with a standard error of 0,0827. The t-statistic is 4,7291, and the corresponding p-value is 0,0004, which is well below the 0,05 threshold. This indicates that TEM has a statistically significant positive impact on Vacant Jobs. A one-unit increase in Temporary Emigrants is associated with an increase of 0,3912 in the number of vacant jobs.

Conversely, the coefficient for Temporary Immigrants (TIM) is -0,0526, with a standard error of 0,0527. The t-statistic is -0,9982, and the p-value is 0,3364, which is greater than the 0,05 significance level. This suggests that Temporary Immigrants do not have a statistically significant impact on Vacant Jobs.

The R-squared value is 0,6335, indicating that approximately 63,35% of the variability in Vacant Jobs is explained by the independent variables in the model. The adjusted R-squared value of 0,5771 accounts for the degrees of freedom, indicating a moderate explanatory power of the model. The F-statistic is 11,2340, with a p-value of 0,0015, suggesting that the model as a whole is statistically significant.

In conclusion, the analysis shows that Temporary Emigrants (TEM) have a statistically significant positive impact on Vacant Jobs, while Temporary Immigrants (TIM) do not appear to influence Vacant Jobs in a statistically significant way.

Next, we propose a simple linear regression analysis to test whether, in Romania, the number of immigrants has an impact on the average wages in the economy. In the literature, it has been found that an increase in the number of immigrants led to a reduction in the wages of natives in the long term in the USA (Islam and Khan, 2015).

Dependent Variable: AW
Method: Least Squares
Date: 04/28/25 Time: 12:07
Sample: 2008 2023
Included observations: 16

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	-408.7721	538.5616	-0.759007	0.4604
TIM	0.017193	0.002929	5.869404	0.0000

R-squared	0.711042	Mean dependent var	2609.938
Adjusted R-squared	0.690402	S.D. dependent var	1148.667
S.E. of regression	639.1363	Akaike info criterion	15.87458
Sum squared resid	5718933.	Schwarz criterion	15.97115
Log likelihood	-124.9966	Hannan-Quinn criter.	15.87953
F-statistic	34.44991	Durbin-Watson stat	0.731584
Prob(F-statistic)	0.000041		

Figure no. 2. The impact of TIM on AW

Source: Authors' own data processing in eViews, based on the data from Table 1

According to Figure no. 2, the constant term (C) has a coefficient of -408,7721, with a standard error of 538,5616. The t-statistic for this coefficient is -0,7590, and the associated p-value is 0,4604, which is above the commonly used significance level of 0,05. This suggests that the constant term is not statistically significant in explaining the Net Average Wage.

The coefficient for Temporary Immigrants (TIM) is 0,0172, with a standard error of 0,0029. The t-statistic is 5,8694, and the corresponding p-value is 0,.0000, which is well below the 0,05 threshold. This indicates that Temporary Immigrants (TIM) have a statistically significant positive impact on Net Average Wage (AW). Specifically, for each unit increase in the number of temporary immigrants, the net average wage is expected to increase by 0,0172 units.

The R-squared value is 0,7110, meaning that approximately 71,10% of the variability in Net Average Wage (AW) is explained by the independent variable Temporary Immigrants (TIM). The Adjusted R-squared value of 0,6904, which accounts for the degrees of freedom, suggests a moderate explanatory power of the model.

The F-statistic is 34,4499, with a p-value of 0,000041, indicating that the overall regression model is statistically significant. This suggests that the model as a whole is able to explain a significant portion of the variation in Net Average Wage (AW).

The Durbin-Watson statistic is 0,7316, which is closer to 0, indicating a potential issue with positive autocorrelation in the residuals. This suggests that the model may need further refinement to address this autocorrelation.

In conclusion, the analysis reveals a statistically significant positive relationship between Temporary Immigrants (TIM) and Net Average Wage (AW), indicating that an increase in the number of temporary immigrants is associated with higher average wages in Romania. The model demonstrates moderate explanatory power and is statistically significant, though potential autocorrelation in the residuals should be further investigated.

In essence, it is interesting that in Romania, an increase in the number of immigrants can lead to higher average wages. Although this simple regression does not test the average wages of natives, but rather the overall average wages, it would be interesting to test this approach in the future, especially considering the fact that immigrants, in most cases, are not employed at the average wage level. Therefore, the average wages of natives in Romania could increase as a result of hiring immigrants at lower wages.

In the following analysis, we propose to test the relationship between TIM as the dependent variable and AW as the independent variable. This analysis would symbolize the interest of immigrants in working in Romania as a result of wage dynamics.

Dependent Variable: TIM
Method: Least Squares
Date: 04/28/25 Time: 11:57
Sample: 2008 2023
Included observations: 16

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	67640.17	19990.07	3.383688	0.0045
AW	41.35655	7.046124	5.869404	0.0000

R-squared	0.711042	Mean dependent var	175578.2
Adjusted R-squared	0.690402	S.D. dependent var	56336.66
S.E. of regression	31346.59	Akaike info criterion	23.66007
Sum squared resid	1.38E+10	Schwarz criterion	23.75664
Log likelihood	-187.2805	Hannan-Quinn criter.	23.66501
F-statistic	34.44991	Durbin-Watson stat	1.081331
Prob(F-statistic)	0.000041		

Figure no. 3. The impact of AW on TIM
Source: Authors' own data processing in eViews, based on the data from Table 1

According to Figure no. 3, the constant term (C) has a coefficient of 67.640,17, with a standard error of 19.990,07. The t-statistic for this coefficient is 3,3837, and the associated p-value is 0,0045, which is below the commonly used significance level of 0,05. This suggests that the constant term is statistically significant, indicating that there is a baseline value for Temporary Immigrants even in the absence of changes in the independent variable.

The coefficient for Net Average Wage (AW) is 41,3566, with a standard error of 7,0461. The t-statistic is 5,8694, and the corresponding p-value is 0,0000, which is well below the 0,05 threshold. This indicates that Net Average Wage (AW) has a statistically significant positive impact on Temporary Immigrants (TIM). Specifically, for each unit increase in the net average wage, the number of temporary immigrants is expected to increase by 41,3566 units.

The R-squared value is 0,7110, meaning that approximately 71,10% of the variability in Temporary Immigrants (TIM) is explained by the independent variable Net Average Wage (AW). The Adjusted R-squared value of 0.6904 takes into account the degrees of freedom and still suggests a moderate explanatory power of the model.

The F-statistic is 34,4499, with a p-value of 0,000041, indicating that the overall regression model is statistically significant. This suggests that the model as a whole provides a meaningful explanation of the variation in Temporary Immigrants (TIM).

The Durbin-Watson statistic is 1,0813, which is relatively close to the value of 2, but still suggests a possibility of positive autocorrelation in the residuals.

In conclusion, the analysis shows a statistically significant positive relationship between Net Average Wage (AW) and Temporary Immigrants (TIM), meaning that higher wages are associated with an increase in the number of temporary immigrants in Romania. The model demonstrates good explanatory power and is statistically significant overall.

A final analysis is proposed to test whether there is a change in vacant jobs as a result of changes in wages, using VJ as the dependent variable and AW as the independent variable.

Dependent Variable: VJ
Method: Least Squares
Date: 04/28/25 Time: 12:25
Sample: 2008 2023
Included observations: 16

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	43284.93	11526.75	3.755172	0.0021
AW	0.769587	4.062962	0.189415	0.8525

R-squared	0.002556	Mean dependent var	45293.50
Adjusted R-squared	-0.068690	S.D. dependent var	17484.65
S.E. of regression	18075.18	Akaike info criterion	22.55894

Sum squared resid	4.57E+09	Schwarz criterion	22.65551
Log likelihood	-178.4715	Hannan-Quinn criter.	22.56388
F-statistic	0.035878	Durbin-Watson stat	0.824770
Prob(F-statistic)	0.852486		

Figure no. 4. The impact of AW on VJ

Source: Authors' own data processing in eViews, based on the data from Table 1

According to Figure no. 4, the results of the regression analysis presented above suggest that the relationship between Net Average Wage (AW) and Vacant Jobs (VJ) is not statistically significant. The coefficient for the variable AW is 0,7696, with a standard error of 4,0630. The t-statistic is 0,1894, and the associated p-value is 0,8525, which is well above the commonly accepted significance level of 0,05. This indicates that, in this model, changes in Net Average Wage do not have a statistically significant impact on the number of vacant jobs in Romania during the period from 2008 to 2023.

In conclusion, the analysis reveals no statistically significant relationship between Net Average Wage and Vacant Jobs in Romania, suggesting that fluctuations in wages do not directly influence the number of vacant jobs in the economy during the studied period.

Given this result, it would be interesting to explore, as a future direction of analysis, the reason why vacant jobs are not influenced by the evolution of wages in Romania, especially considering that wages have increased in recent years. It is understood that wages in Romania are not attractive to native Romanians, given the increase in vacant jobs and emigration. However, they appear to be attractive to certain immigrants, as evidenced by the rise in their numbers.

5. Conclusions

By analyzing the data presented in Table 1 regarding the evolution of the net average salary, vacant job positions, temporary emigrants, and temporary immigrants in Romania between 2008 and 2023, several significant trends emerge that reflect the dynamics of the labor market and migration in the Romanian economic context.

The first analysis examined the impact of temporary emigrants and temporary immigrants on vacant job positions. The linear regression results suggest that temporary emigrants have a significant positive impact on the number of vacant positions, with a coefficient of 0,3912, significant at a $p < 0,05$ level. This indicates that an increase in the number of temporary emigrants is associated with an increase in vacant job positions. In contrast, temporary immigrants did not show a significant impact on vacant job positions ($p = 0,3364$), suggesting that temporary migration does not directly influence the demand for vacant job positions in Romania. The model showed a moderate adjustment, with an R-squared value of 0,6335, suggesting a partial explanation of the variability in vacant positions.

The second analysis investigated the relationship between the number of temporary immigrants and the net average salary in Romania. The linear regression results revealed a significant positive impact of temporary immigrants on the net average salary, with a coefficient of 0,0172, significant at a $p < 0,05$ level. This result suggests that an increase in the number of temporary immigrants is associated with an increase in average salaries in the economy. This analysis had a limitation, namely that it did not include the average wages of native Romanians, but rather the overall average wages. It would be interesting to follow up with a subsequent analysis to see if the average wages of native Romanians increase as a result of hiring immigrants, who are generally paid lower wages.

The third analysis tested the impact of the net average salary on the number of temporary immigrants. The results highlighted a significant coefficient for the net average salary of 41,3565, significant at $p < 0,05$. This data suggests that a higher net average salary attracts a greater number of temporary immigrants to Romania. This result indicates that higher salaries may be an important factor in the migration decision of individuals from other countries, as immigrants are drawn to favorable economic opportunities. The model obtained an R-squared value of 0,7110, suggesting a strong relationship between these variables.

Regarding the 4th analysis, the relationship between the vacant jobs as the dependent variable and average wages in Romania as the independent variable was tested. This analysis did not reveal a statistically significant relationship, suggesting that fluctuations in wages do not directly influence the number of vacant jobs during the studied period. As a future research direction, it would be interesting to explore why vacant jobs are not influenced by wage evolution, considering the increase in wages in recent years and the rise in emigration.

In summary, the findings of these analyses emphasize the complex interactions between wages, migration, and labor market dynamics in Romania. While Temporary Emigrants seem to have a direct influence on job vacancies, the impact of immigration on wages and job availability is multifaceted, with wage growth appearing to attract more immigrants to the country. These insights could inform policymakers seeking to better understand labor market trends and develop strategies that leverage immigration as a tool for economic growth. The limitations of the research consist in including only the evolution of the four indicators and in the

fact that some analyses showed a slight positive correlation of the errors, which is why future research could provide additional clarification on the long-term effects of these dynamics.

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