



Technical University of Moldova

IMPROVING HUMAN RESOURCE MANAGEMENT AT C.P. SĂMĂNANCA

The master student:

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**IMPROVING HUMAN RESOURCE
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TECHNICAL UNIVERSITY OF MOLDOVA
FACULTY OF ECONOMIC ENGINEERING AND BUSINESS
MBA MANAGEMENT IN AGRIBUSINESS RETRAINING PROGRAM

REVIEW

to the requalification thesis

Title: IMPROVING HUMAN RESOURCE MANAGEMENT AT C.P. SĂMĂNANCA

The master student Mrs. CIUBOTARU Ludmila

1. Topicality: The thesis addresses a highly relevant and current topic, given the essential role of human resources in ensuring the efficiency, competitiveness and sustainability of agricultural enterprises. Human resource management is particularly important in the agricultural sector of the Republic of Moldova, which faces labour shortages, seasonal workforce fluctuations, employee turnover, insufficient formalization of HR processes and difficulties in attracting qualified personnel. In this context, improving human resource management at C.P. Sămănanca is significant from both a theoretical and practical perspective, as the effective recruitment, motivation, evaluation and professional development of employees can directly contribute to increased productivity and organizational performance.

2. Characteristic of the master's thesis: The master's thesis is logically structured and includes an introduction, three chapters, conclusions and recommendations, a bibliography and annexes. The first chapter presents the theoretical foundations of human resource management, including its functions, modern trends, motivational theories, human capital, international practices and the legal framework applicable to agriculture in the Republic of Moldova. The second chapter provides an economic, financial and organizational analysis of C.P. Sămănanca for the 2023–2025 period, focusing on personnel structure, seasonal workforce dynamics, labour efficiency and existing HRM deficiencies. The third chapter proposes concrete measures for improving recruitment, employee integration, motivation, performance evaluation, training and digitalization. It also includes an implementation plan, a seasonal staffing model, an investment sensitivity analysis, a risk matrix and a strategic alignment matrix. The thesis demonstrates a clear connection between theoretical concepts, empirical findings and practical recommendations.

3. Estimation of the results obtained: The research results are relevant and correspond to the stated aim and objectives of the thesis. Based on the analysis of the VEN12, IPC21 and IALS21 tax returns and other organizational data, the author identifies several important issues, including the predominantly informal nature of HRM practices, the absence of formalized job descriptions and performance-evaluation criteria, high turnover among seasonal workers, salary disparities and the need for improved workforce planning. The proposed measures are consistent with the identified deficiencies and include the formalization of HR processes, introduction of relevant performance indicators, electronic time tracking, implementation of a fixed and variable remuneration system, cooperation with employment and educational institutions, and development of an annual professional training plan. The estimated return on HR investment further strengthens the practical relevance of the proposed measures.

4. Correctness of the exhibited material: The material is presented in a clear, logical and methodologically appropriate manner. The author combines theoretical research with documentary, comparative, statistical, economic and financial analysis. The research is supported by primary data from the enterprise, including tax returns, personnel information and financial indicators for the 2023–2025 period. The calculation of labour productivity, staff turnover, personnel-cost profitability and the return on HR investments provides an applied and measurable basis for the conclusions. The author demonstrates the ability to interpret economic, financial and organizational information and to relate the findings to the specific characteristics of an agricultural production cooperative.

5. Practical value of the thesis: The thesis has considerable practical value for C.P. Sămănanca. The proposed measures can contribute to the formalization and professionalization of human resource management, improvement of employee stability, reduction of legal and organizational risks, increased labour productivity and more efficient management of the seasonal workforce. Particularly valuable are the proposed job descriptions, performance indicators, electronic register for seasonal workers, digitalization roadmap, annual training curriculum and phased implementation plan. The recommendations may be implemented directly by the cooperative and can also serve as a useful model for other agricultural enterprises and production cooperatives in the Republic of Moldova.

6. Student Characteristic and Title Conferred: The student, CIUBOTARU Ludmila, demonstrated analytical thinking, research capacity and the ability to apply theoretical knowledge to the practical challenges of human resource management in an agricultural enterprise. The thesis reflects a responsible approach to the researched topic, appropriate use of primary and secondary information sources, and the ability to formulate substantiated conclusions and feasible recommendations. Based on the content, methodological approach and results of the thesis, the student is recommended for the award of the Master's Degree in Business and Administration under the MBA Management in Agribusiness Retraining Programme at the Technical University of Moldova.

The paper in electronic form corresponds to the original submitted for public support.

Coordinator of the master's thesis Assoc. prof., PhD, OBERST Ala _____

ABSTRACT
to the MBA Management in Agribusiness master thesis
developed by the CIUBOTARU Ludmila

The master's thesis is structured and includes: abstract, list of abbreviations, introduction, three chapters, conclusions and recommendations, bibliography and annexes.

Keywords used in the thesis: human resource management, human capital, recruitment, personnel selection, employee motivation, performance evaluation, professional training, labour productivity, seasonal workforce, staff turnover, digitalization, agricultural cooperative, organizational efficiency, Republic of Moldova.

The field of study of this thesis is human resource management within agricultural enterprises, with particular emphasis on the analysis and improvement of recruitment, selection, integration, motivation, performance evaluation and professional development practices at C.P. Sămănanca. The research also examines the relationship between human resource management, labour productivity, financial performance, employee stability and organizational efficiency.

Purpose and objectives of the thesis: the purpose of the thesis is to identify the deficiencies in the existing human resource management system at C.P. Sămănanca and to develop a set of practical measures for its improvement, together with an assessment of their economic and organizational impact.

In order to achieve this purpose, the following objectives were formulated: to examine the theoretical foundations and modern trends in human resource management; to analyse the economic and financial activity of C.P. Sămănanca during the 2023–2025 period; to assess the existing practices of personnel recruitment, selection, integration, motivation and evaluation; to analyse the structure and dynamics of the permanent and seasonal workforce; to calculate labour efficiency and personnel stability indicators; to identify the main weaknesses and opportunities for improving human resource management; to develop concrete measures for optimizing HRM processes; to propose an implementation and monitoring plan; and to estimate the economic efficiency and potential return on the proposed human resource investments.

The scientific novelty and originality of the results obtained consist in: the development of an integrated human resource management model adapted to the specific characteristics of an agricultural production cooperative in the Republic of Moldova. The research combines theoretical approaches to human resource management and human capital with an applied analysis based on the actual economic, financial and personnel data of C.P. Sămănanca for the 2023–2025 period. The originality of the thesis is reflected in the formulation of practical measures addressing the dual structure of the cooperative's workforce, consisting of a stable core of permanent employees and a large number of seasonal workers. The thesis proposes a mathematical model for determining seasonal staffing requirements, a digitalization roadmap, a system of performance indicators, a dual remuneration model, an implementation risk matrix, a professional training curriculum and a strategic alignment matrix linking the identified problems to specific managerial measures and expected economic results.

The theoretical importance of the work is reflected in the systematization and consolidation of the conceptual framework concerning human resource management in agricultural organizations. The thesis examines the concepts, functions and processes of HRM, motivational and performance-management theories, human capital, international practices and the legal framework applicable to labour relations in the agricultural sector of the Republic of Moldova. The research contributes to a better understanding of the relationship between human resource practices, employee motivation, labour productivity, organizational performance and the economic sustainability of agricultural enterprises. It also highlights the strategic role of human resources in the modernization and long-term competitiveness of agricultural cooperatives.

Applicative value results from the practical recommendations developed for improving human resource management at C.P. Sămănanca. The thesis proposes the formalization of job responsibilities, the introduction of performance indicators, the appointment of an HRM coordinator, the digitalization of timekeeping and seasonal workforce records, and the implementation of a remuneration system combining fixed and performance-based components. Additional recommendations include establishing partnerships with employment and agricultural education institutions, implementing an annual professional training plan and developing a regular internal communication system. The proposed measures are accompanied by an implementation plan, risk assessment and economic impact analysis. They may be applied directly at C.P. Sămănanca and may also serve as a model for other agricultural cooperatives and enterprises seeking to increase labour productivity, improve workforce stability, reduce organizational risks and strengthen their competitiveness.

REZUMAT
la teza de master MBA Management în agrobusiness
elaborată de masteranda CIUBOTARU Ludmila

Teza de master este structurată și include: rezumat, lista abrevierilor, introducere, trei capitole, concluzii și recomandări, bibliografie și anexe.

Cuvinte-cheie utilizate în teză: managementul resurselor umane, capital uman, recrutare, selecția personalului, motivarea angajaților, evaluarea performanței, formare profesională, productivitatea muncii, forță de muncă sezonieră, fluctuația personalului, digitalizare, cooperativă agricolă, eficiență organizațională, Republica Moldova.

Domeniul de studiu al prezentei teze îl constituie managementul resurselor umane în cadrul întreprinderilor agricole, cu accent pe analiza și îmbunătățirea proceselor de recrutare, selecție, integrare, motivare, evaluare a performanțelor și dezvoltare profesională a personalului din cadrul C.P. Sămănanca. Cercetarea examinează, de asemenea, relația dintre managementul resurselor umane, productivitatea muncii, performanța financiară, stabilitatea personalului și eficiența organizațională.

Scopul și obiectivele tezei: constă în identificarea deficiențelor sistemului existent de management al resurselor umane din cadrul C.P. Sămănanca și elaborarea unui set de măsuri practice pentru îmbunătățirea acestuia, însoțite de evaluare impactului economic și organizațional.

În vederea realizării acestui scop, au fost formulate următoarele **obiective:** examinarea fundamentelor teoretice și a tendințelor moderne în managementul resurselor umane; analiza activității economico-financiare a C.P. Sămănanca în perioada 2023–2025; evaluarea practicilor existente de recrutare, selecție, integrare, motivare și evaluare a personalului; analiza structurii și dinamicii personalului permanent și sezonier; calcularea indicatorilor privind eficiența muncii și stabilitatea personalului; identificarea principalelor puncte slabe și a oportunităților de îmbunătățire a managementului resurselor umane; elaborarea unor măsuri concrete pentru optimizarea proceselor de resurse umane; propunerea unui plan de implementare și monitorizare; estimarea eficienței economice și a rentabilității investițiilor propuse în resursele umane.

Noutatea și originalitatea științifică a rezultatelor obținute constau în elaborarea unui model integrat de management al resurselor umane, adaptat particularităților unei cooperative agricole de producție din Republica Moldova. Cercetarea îmbină abordările teoretice privind managementul resurselor umane și capitalul uman cu o analiză aplicativă bazată pe datele economice, financiare și de personal ale C.P. Sămănanca pentru perioada 2023–2025. Originalitatea tezei se reflectă în formularea unor măsuri practice care vizează structura duală a forței de muncă din cadrul cooperativei, constituită dintr-un nucleu stabil de angajați permanenți și un număr mare de lucrători sezonieri. Teza propune un model matematic pentru determinarea necesarului de personal sezonier, o foaie de parcurs pentru digitalizare, un sistem de indicatori de performanță, un model dual de remunerare, o matrice a riscurilor de implementare, un program de formare profesională și o matrice de aliniere strategică a problemelor identificate cu măsurile manageriale și rezultatele economice preconizate.

Importanța teoretică a lucrării se reflectă în sistematizarea și consolidarea cadrului conceptual privind managementul resurselor umane în organizațiile agricole. Teza examinează conceptele, funcțiile și procesele managementului resurselor umane, teoriile motivaționale și de management al performanței, capitalul uman, practicile internaționale și cadrul juridic aplicabil relațiilor de muncă din sectorul agricol al Republicii Moldova. Cercetarea contribuie la o mai bună înțelegere a relației dintre practicile de management al resurselor umane, motivarea angajaților, productivitatea muncii, performanța organizațională și sustenabilitatea economică a întreprinderilor agricole. De asemenea, este evidențiat rolul strategic al resurselor umane în modernizarea și asigurarea competitivității pe termen lung a cooperativelor agricole.

Valoarea aplicativă rezultă din recomandările practice elaborate pentru îmbunătățirea managementului resurselor umane în cadrul C.P. Sămănanca. Teza propune formalizarea responsabilităților posturilor, introducerea indicatorilor de performanță, desemnarea unui coordonator pentru managementul resurselor umane, digitalizarea evidenței timpului de muncă și a personalului sezonier, precum și implementarea unui sistem de remunerare care să combine componenta fixă cu cea variabilă, bazată pe performanță. Alte recomandări vizează stabilirea unor parteneriate cu instituțiile de ocupare a forței de muncă și de învățământ agricol, implementarea unui plan anual de formare profesională și dezvoltarea unui sistem regulat de comunicare internă. Măsurile propuse sunt însoțite de un plan de implementare, o evaluare a riscurilor și o analiză a impactului economic. Acestea pot fi aplicate direct în cadrul C.P. Sămănanca și pot servi drept model pentru alte cooperative și întreprinderi agricole care urmăresc creșterea productivității muncii, îmbunătățirea stabilității personalului, reducerea riscurilor organizaționale și consolidarea competitivității.

INTRODUCTION

Human resource management (HRM) represents one of the essential functions of any modern organization, regardless of its field of activity. In the agricultural sector of the Republic of Moldova, the importance of efficient human resource management takes on a particular dimension, because agricultural activities involve a numerous, seasonal workforce with varied qualifications, subject to specific working conditions.

The Sămănanca Production Cooperative (C.P. Sămănanca) from Orhei district represents a representative example of the domestic agricultural sector. With cereal cultivation as its main activity (CAEM code 0111) and a workforce of permanent employees plus seasonal workers, the cooperative faces the typical challenges of human resource management in agriculture: high turnover of seasonal staff, difficulties in attracting a qualified workforce, insufficiently developed motivation systems and informal performance-evaluation processes.

The analysis of the financial data available for the 2023–2025 periods reveals a positive evolution of the economic indicators: from a loss of 12,721.89 MDL in 2023, to a profit of 473,958.42 MDL in 2024 and 288,076.91 MDL in 2025. This improvement in financial performance provides a favourable context for investments in human resources, which can sustainably strengthen the competitiveness of the cooperative.

The present applied, structural research, centred on the case study of C.P. Sămănanca for the 2023–2025 management period, aimed to translate the economic and financial vulnerabilities identified at the level of the entity into strategic managerial solutions for increasing the efficiency of human resources. The work abandons the purely theoretical approaches found in the specialized literature, providing a management-by-objectives (MBO) model that is econometrically grounded and perfectly anchored in the legal and fiscal framework of the Republic of Moldova.

The core of the thesis reflects a direct, “mirror-type” interconnection between the structural diagnosis from Chapter II and the technical-managerial designs from Chapter III, structured along three fundamental axes of development: the Axis of Financial Efficiency and Cost Control, the Axis of Seasonal Workforce Stability, and the Axis of Legal and Organizational Formalization.

The aim of the present thesis is to identify the deficiencies in the current human resource management system at C.P. Sămănanca and to develop a set of practical improvement measures, together with an estimate of their economic impact.

In order to achieve the proposed aim, the following objectives were formulated:

- to study the theoretical foundations and modern trends in the field of human resource management;
- to analyse the economic and financial characteristics of C.P. Sămănanca for the 2023–2025 period;
- to evaluate the existing staff management system (recruitment, motivation, evaluation);
- to identify the weak points and the opportunities for improving HRM;
- to develop concrete optimization measures and estimate their impact

The research is based on quantitative and qualitative analysis methods. The tax returns (VEN12, IPC21, IALS21) of C.P. Sămănanca for the 2023–2025 periods were used as primary data sources; these provide detailed information regarding the employed staff, the payroll fund, social contributions and financial indicators. The methods used include: comparative analysis, analysis of economic ratios, the case study, direct observation and the synthesis of specialized literature.

The methodological approach applied in the present work combines the documentary analysis of primary sources (tax returns, personnel registers, accounting documents) with quantitative techniques of econometric analysis. The indicators calculated: the staff turnover rate, labour productivity, the outpacing coefficient, the profitability of personnel expenses and the ROI of HRM investments – are grounded in real and verifiable data, giving the work a demonstrably applied character. The synthesis of specialized literature from the Romanian, Moldovan and international space ensures the theoretical anchoring necessary for validating the empirical conclusions.

The thesis is structured into three chapters. Chapter I presents the theoretical foundations of HRM, including the concept, the role, the functions and the main motivational theories, the theory of human capital, comparative practices in the agricultural sector and the legalnormative framework specific to the Republic of Moldova. Chapter II analyses the current situation at C.P. Sămănanca, including the economic and financial diagnosis, an in-depth analysis of financial performance, the structure of human resources and the seasonal workforce, the calculation of labour efficiency indicators and a sectoral benchmarking exercise. Chapter III proposes directions for improvement and evaluates their economic impact, including the implementation plan, the digitalization roadmap, the mathematical model for sizing the seasonal workforce, a sensitivity analysis of the return on investment, a risk matrix with a change-management approach, a detailed training curriculum and the strategic alignment matrix. The thesis concludes with conclusions and recommendations, bibliography and ten annexes

CONCLUSIONS

The research conducted in this master's thesis confirms that human resource management represents an important factor in the economic performance, organizational stability and sustainable development of agricultural enterprises. HRM should be approached as a strategic function that integrates workforce planning, recruitment, employee integration, performance evaluation, remuneration, professional development and internal communication.

Human resource management in agricultural enterprises is influenced by seasonality, climatic conditions, fluctuations in labour demand, occupational risks and the need for specialized technical competencies. These characteristics require flexible, systematic and carefully documented workforce management.

The economic and financial analysis shows that C.P. Sămănanca improved its overall performance during 2023–2025. The cooperative moved from an accounting loss of 12721.89 MDL in 2023 to profits of 473958.42 MDL in 2024 and 288076.91 MDL in 2025. Total revenue increased from 3168369.49 MDL in 2023 to 3380051.55 MDL in 2025, while total expenses decreased from 3181091.38 MDL to 3091974.64 MDL.

The most favourable financial performance was recorded in 2024, when the return on sales reached 15.96%. In 2025, this indicator decreased to 8.52% because expenses increased by 23.9%, while revenue increased by 13.9%. Consequently, accounting profit declined by 39.2% compared with 2024. These results emphasize the need for stronger cost control and a better correlation between personnel expenses, productivity and organizational performance.

Form IALS21 records 203 natural persons who received payments from the cooperative in 2025, with total payments of 1269399.58 MDL. Of these recipients, 162 were reported under the PLS code and 41 under other fiscal codes. However, these persons cannot all be classified automatically as employees or seasonal workers. An accurate workforce analysis requires the reconciliation of fiscal information with employment contracts, personnel registers, working-time records and other supporting documents.

The analysis demonstrates that the HRM system of C.P. Sămănanca is functional but insufficiently formalized. Recruitment, employee integration, performance evaluation, professional training and internal communication are not fully supported by standardized procedures and documented criteria. This limits the consistency of managerial decisions and the possibility of evaluating HRM efficiency.

The absence of formal job descriptions reduces the clarity of responsibilities and makes objective recruitment, integration and performance evaluation more difficult. Job descriptions should therefore provide the foundation for the principal HRM processes and connect employee responsibilities with measurable performance indicators.

The recruitment and selection process requires objective criteria, structured interviews and documented decisions. Employee onboarding should include the presentation of responsibilities,

occupational safety instruction, clarification of working procedures and mentoring by an experienced employee.

The absence of a formal performance-evaluation system limits the cooperative's capacity to differentiate employee contributions, identify development needs and substantiate remuneration decisions. Evaluation should combine technical results with criteria relating to work quality, discipline, occupational safety, cooperation and initiative.

Employee motivation should not depend exclusively on the base salary. A transparent combination of fixed remuneration, performance-related incentives, recognition, professional development and effective internal communication can strengthen employee commitment and align individual efforts with organizational objectives.

Professional training should be planned according to job requirements, technological changes, occupational risks and performance-evaluation results. Priority areas include occupational safety, agricultural technologies, digital competencies, equipment operation and managerial development.

The size of C.P. Sămănanca does not necessarily justify the immediate establishment of a separate human resources department. Nevertheless, HRM coordination responsibilities should be clearly assigned, formally included in the job description of the responsible employee and supported by appropriate authority and competencies.

The digitalization of personnel records would improve the classification of employees and other payment recipients. It would also facilitate the monitoring of employment contracts, working time, remuneration, qualifications, training and performance results.

Structured internal communication is necessary for the successful implementation of performance evaluation and motivation measures. Regular meetings, individual feedback and mechanisms for employee participation can improve transparency, cooperation and acceptance of organizational changes.

The available fiscal documents do not provide sufficient information to calculate exact staff turnover, retention, absenteeism, labour productivity or return on HR investment. These indicators should be calculated only after complete, consistent and verifiable baseline data have been collected.

Overall, improving human resource management at C.P. Sămănanca requires a gradual transition from informal practices to a coherent, documented and data-based system. Such a transformation can contribute to clearer responsibilities, improved employee competencies, more objective managerial decisions, greater operational efficiency and the sustainable development of the cooperative..

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