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HUMAN RESOURCE MANAGEMENT'S RISK-PERSPECTIVE

BY

MIHAI-DORU BULIGA* and ION VERZEA

“Gheorghe Asachi” Technical University of Iași, Faculty of Industrial Design and Business Management Prof. D. Mangeron Blvd., 700050, Iași, Romania

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Abstract. The process of identifying and assessing risk based on human characteristics, followed by the development of plans for strategic human resource management, is known as risk management to human factor. The value of risk management in human resources has grown significantly in the modern era, and some experts even characterize it as an essential ability and function for each human resources practitioner. At this point in technical advancement, when artificial intelligence is practically ingrained in corporate culture, human factors remain crucial in the majority of operations and duties accomplished by organizations. This study aims to investigate the framework for human resource risk management in public sector (customs) and the various components which impact it. To define the study we used as research methods: the system approach, analysis, and synthesis by examining existing literature and collecting data, and also we utilized an descriptive statistics. As the main results in the framework, we highlighted, the main disadvantages for the public sector regarding the recruitment of human resources in customs field - absence of a unique curriculum in colleges and universities for customs area, as likewise currently happening concerning the state's other national security agencies European Union, the incompatibility of previous training with the requirements of the current job description of customs officer - it establishes a lower level of productivity at work and also, the absence of continuous, professionally-focused training program. In line with an existing human resources management system that can address an extensive spectrum of

*Corresponding author; *e-mail*: mihai-doru.buliga@student.tuiasi.ro

needs in the customs activity field - We believe that the opportunity is appropriate to implement a few adjustments such as a better staff recruitment campaign depending on the real needs of the departments (e.g. for IT departments is inappropriate a psychologist) will give the administration of human resources in the customs sector an updated approach and even can be laid a new level of performance in human resources management.

Keywords: recruitment campaign, public sector, risk administration.

1. Introduction

A common theme in Human Resource Management literature is the argument for the importance of good Human Resource Management practices. It is also important to recognize the hazards associated with improper or nonexistent processes for human resources management. Human resource-related risks have not been as well-represented in the management literature as other types of hazards, considering the fact that risk management has been established in the sector for over a decade. In order to address this situation and increase awareness of human resource concerns as hazards to the organization, Human Resource Management practices as a discipline has a role to play (Baker *et al*., 2015). The internal and external environments are changing more complexly than they were in the past due to societal development, and the human resources of organizations are subject to these tumultuous changes (Huang *et al*., 2017).

Even at this advanced stage of technological development, when artificial intelligence is almost a part of corporate culture, human aspects are still important for most tasks and activities carried out by organizations. The purpose of this study is to look into the framework and different elements that affect human resource risk management in the public sector (customs).

2. Methodology

To define the study we used as research methods: the system approach, analysis, and synthesis by examining existing literature and collecting data, and also we utilized an descriptive statistics (Fig. 1).

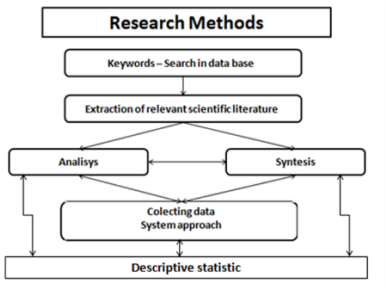


Fig. 1 – Research methods.

3. Human resource management as a system

There are further critical components of the management system that risk and performance management have in common. In the dynamic business world of today, organizations need to prioritize continual development, and risk management is no exception. Reviewing the incidence of risk to see if it has changed over time is crucial for organizations (Meyer *et al.*, 2011). The key to human resource risk management is to implant in managers the idea that even while these calculated risks might not help them reach their objectives, this shouldn't stop workers from taking calculated risks. In light of this, human resource management specialists should look for the following two problems while analyzing the internal and external surroundings of an organization when it comes to risk (Golresan Kermani *et al.*, 2021). The process of identifying internal components of HR risks starts with gathering preliminary data from the following sources of information, which describes the riskiness of the organization's staff as well as its personnel management system: expert evaluations; survey data (questionnaires, surveys, and observations); intra-organizational regulation paperwork (staffing tables, job descriptions, divisions provisions, etc.) (Mitrofanova *et al.*, 2017). The goal of the risk management approach is to maximize productivity and minimize losses that may arise from risks that have the potential to be damaging to the organization. Chances that could be lost and make sure that the chance of missing out has been reduced (Zare Ravasan and Deilami, 2014). Parker defines human resource risk as the potential consequences of an organization's hiring, training, employee motivation, and retention practices. There are many different types of human resource risks, including the possibility of losing important personnel and the possibility of management staff members being undermotivated or motivated incorrectly (Nadri and Mehrabi, 2018). Attraction and motivational variables, such as "good salary, company goodwill, good job offer with benefits package", should also be included in the recruitment process since they influence a talent's decision to accept a job offer from a company (Ahmić and Skopljak, 2021).

Employing corporate social responsibility practices (by promoting well-being and attending to the needs of workers, other stakeholders, and the larger community) also improves an organization's reputation and reach as a desirable place to work from the perspective of job applicants (Agnihotri and Bhattacharya, 2021). The current generation of adolescents, known as "the Z generation", finds businesses who have integrated eco-social obligations into their company model to be especially attractive (Bustamante *et al.*, 2021).

Companies must also prioritize implementing well structured and efficient processes for onboarding employees. Furthermore, attempts should be made to guarantee that sustainable goals are linked to efficient plans and strategies for managers' and employees' development and training (e.g., attending

seminars or training sessions, developing forward-looking skills, rotating jobs, and experience transfer) (Stankevičiūtė and Savanevičienė, 2018).

It requires just one step towards moving from training as the HR department's option for developing new skills to creating a continuous training program to deal with the transforming realities. Throughout our study, we specifically investigated this requirement in current Human Resource.

4. Human resource management – Case study Iasi border customs office (BVF IASI)

The School of Public Finance and Customs as it was previously called within the Ministry of Finance - the only institution responsible for the continuous training of customs employees does not exist for over nine years. Strating with the process of recruitment of human resources in customs field – it can notice the absence of a unique curriculum in colleges and universities for customs area we need a better staff recruitment campaign depending on the real needs of the departments (e.g. for IT departments is inappropriate a psychologist). The actuality of this study representing a need for the officials first and for the system as a whole.

The Iasi border customs office is subordinate to the Iasi regional customs department and is an integral part of the structure of the Romanian Customs Authority. The main mission of the institution is the action of surveillance and control of goods for the import and export of goods into and from the European Union, the geographical proximity to the border with the Republic of Moldova, turning BVF IASI into the second largest border customs office in the country after Constanta. 51 professionals in 8 departments perform the specialized tasks of customs inspectors and controllers in addition to workers performing basic support tasks like IT or administrative accounting (Table 1). The management of human resources within this institution at the central level (Romanian Customs Authority) can take different forms and dimensions starting from the recruitment policy to the retirement policy, nevertheless in this study we analyzed the aspect of continuous professional training at the level of a single customs office in the case of BVF IASI.

Table 1

Structure by departments BVF IASI

	Departement	Number of employees *average 2022-23	Number of employees who benefited from professional training courses 2023	Number of employees who benefited from professional training courses 2022-2023	Average age of employees	Education level of employees
1.	Head/Head assistant of the customs office	2	1	1	57,5	US
2.	Financial Accounting and Administrative	5	0	1	47,2	US+h.s.s
3.	IT department	2	0	1	42	US
4.	Department of authorizations, supervision and control of the movement of excisible products	4	0	0	54	US
5.	Subsequent Control	2	1	0	49	US
6.	Post office	3	0	0	51	US
7.	BVF IASI Customs supervision and customs control	17	3	3	49,64	US+h.s.s
8.	PV Ungheni Supervision and customs control	16	1	1	51,5	US+h.s.s
	Total	51	6	7		

*US-university studies, h.s.s.- high school studies.

In accordance with the main purpose of the institution surveillance and control of goods for the import and export of goods into and from the European Union, the highest number of employees is in compartments 6 and 7 of the Table 1 with a total of 33 employees (64.7%) and 18 employees perform support activities (35.3%) (Fig. 2). Regarding the level of studies it can be observed that also in department supervision and customs control are employees with high school studies.

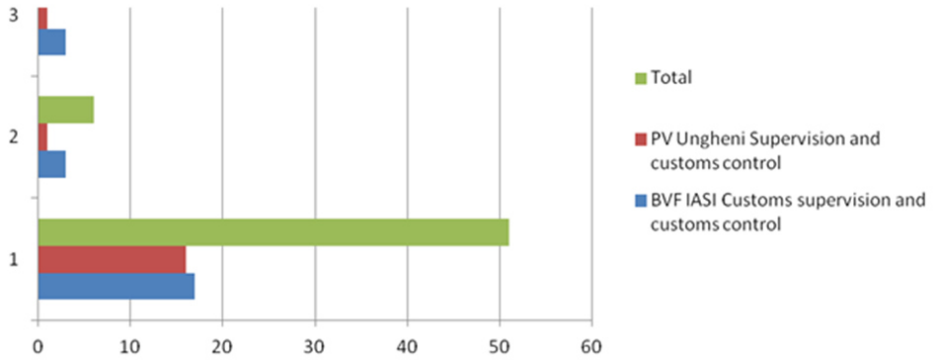


Fig. 2 – BVF IASI Department of supervision and customs control.

Employees of the government have a duty and right to pursue ongoing professional development. The National Institute of Administration or other professional training providers are required by law to arrange for every employees of the government to participate in at least one professional training and development program every two years, and public authorities and institutions are required to make sure that this occurs (OUG57/2019). The aspect of continuous professional training for employees at customs office in the case of BVF IASI presents some particular aspects that are captured in Fig. 3.

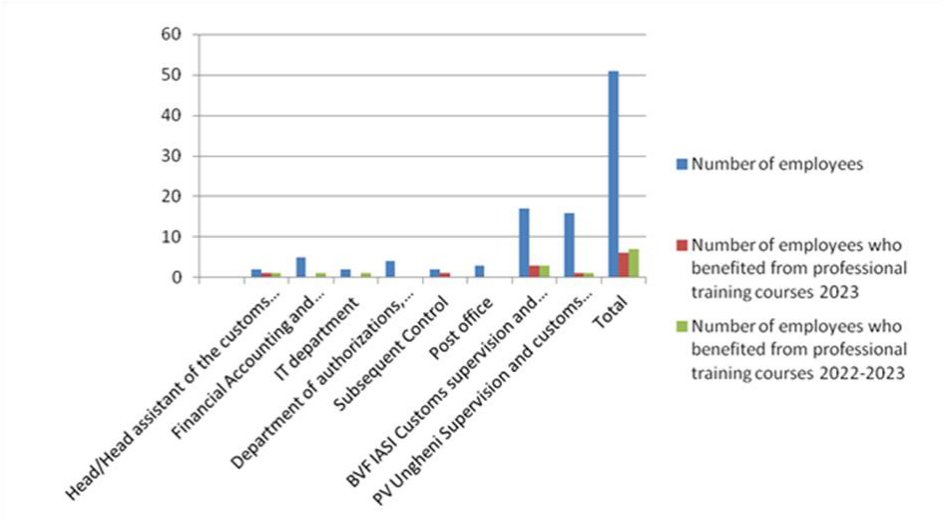


Fig. 3 – Aspect of continuous professional training for employees at customs office BVF IASI.

The results obtained in the analysis made clear that, over the past two years, a disproportionately small percentage of employees have benefited from professional continuous training, more exactly only 13.7% from the total number of employees and looking deeper in the department of supervision and custom control only 4 people – 12.1% was in a program for professional continuous training in last two years.

Considering the swift developments in science and technology, it is especially crucial to examine the average age of the employees and the critical need for ongoing training (Fig. 4).

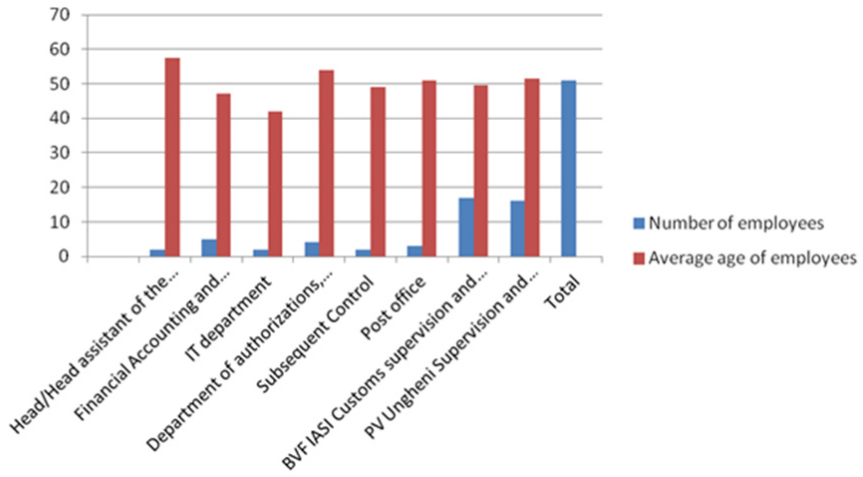


Fig. 4 – Average age for employees at customs office BVF IASI.

The results obtained surprise a rather advanced age within the targeted organization - the age of 50+ years is quite advanced considering the specifics of the institution, the majority of employees carrying out physical control over the goods transport means - heavy tonnage vehicles or trains (these are specific to BVF IASI).

5. Conclusions

Inability to take into account the impact of Human Resource Risks on an organization's operations compromises its sustainability. With risk governance becoming a board responsibility, Human Resource directors can apply HR risk management to take current HR strategies to the next level.

This study brings to light a reality of the organization, an extremely small number (only 13.7%) of the total number of employees benefited from continuous training.

The average age of the employees 50+ years, some of them are in the system more than 30 years ago - the speed of technological progress of contemporary world, the adaptation to new forms of cross-border crime - confirms the acute need for continuous training and there is a need for a reconsideration of the continuous training policy of the staff. We believe it is appropriate and essential for the leader of the institution to develop a continual staff training strategy for each individual department this will give the human resources in the customs sector an updated approach and even can be laid a new level of performance in human resources management.

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PERSPECTIVA RISCULUI ÎN MANAGEMENTUL RESURSELOR UMANE

(Rezumat)

Procesul de identificare și evaluare a riscurilor pe baza caracteristicilor umane, urmat de elaborarea unor planuri de gestionare strategică a resurselor umane, este cunoscut sub denumirea de „gestionarea riscurilor legate de factorul uman”. Importanța gestionării riscurilor în domeniul resurselor umane a crescut semnificativ în epoca modernă, iar unii experți o caracterizează chiar ca o abilitate și o funcție esențială pentru fiecare specialist în resurse umane. În acest moment al progresului tehnologic, când inteligența artificială este practic integrată în cultura corporativă, factorii umani rămân cruciali în majoritatea operațiunilor și sarcinilor îndeplinite de organizații. Prezentul studiu își propune să analizeze cadrul de gestionare a riscurilor legate de resursele umane în sectorul public (vamă) și diversele componente care îl influențează. Pentru definirea studiului, am utilizat ca metode de cercetare: abordarea sistemică, analiza și sinteza prin examinarea literaturii de specialitate existente și colectarea de date, precum și statistici descriptive. Printre principalele rezultate ale acestui studiu, am evidențiat principalele dezavantaje cu care se confruntă sectorul public în ceea ce privește recrutarea de resurse umane în domeniul vamal: lipsa unui program de studii unic în cadrul colegiilor și universităților pentru domeniul vamal, așa cum se întâmplă în prezent și în cazul celorlalte agenții de securitate națională ale statului din Uniunea Europeană; incompatibilitatea pregătirii anterioare cu cerințele fișei postului actuale a ofițerului vamal – ceea ce determină un nivel mai scăzut de productivitate la locul de muncă și, de asemenea, lipsa unui program de formare continuă, axat pe aspectele profesionale. În concordanță cu un sistem existent de gestionare a resurselor umane care poate răspunde unui spectru extins de nevoi în domeniul activității vamale – considerăm că este oportună implementarea unor ajustări, cum ar fi o campanie mai eficientă de recrutare a personalului, în funcție de nevoile reale ale departamentelor (de exemplu, pentru departamentele IT nu este adecvat un psiholog), ceea ce va conferi administrării resurselor umane din sectorul vamal o abordare actualizată și poate chiar stabili un nou nivel de performanță în gestionarea resurselor umane.