

# EVALUATION OF THE PROCESS OF PROFESSIONAL STAFF TRAINING IN THE REPUBLIC OF MOLDOVA

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**Abstract:** *This scientific research aims to analyse in depth the process of training and professional development of staff in the Republic of Moldova, a complex field regulated by the provisions of the Labour Code of the Republic of Moldova. Professional training, including both the process by which an employee obtains a certified qualification and continuous professional training, which contributes to the enrichment of existing professional knowledge, are considered essential aspects in the activity of organizations, considering the demands imposed by the competitive economy. Employers have the responsibility to facilitate technical and professional training of employees, aligned with the specific requirements of workplaces, and plans for continuous professional training are developed within organizations. Within this paper, the main indicators characterizing the process of training and professional development of staff in the Republic of Moldova are analysed. In order to highlight the similarities or differences between these indicators, they are examined by comparing them with data from 2019 and by analysing their evolution between various fields of activity. From a methodological point of view, the research is based on the use of statistical and comparative methods for evaluating the process of staff training in the Republic of Moldova, based on information provided by the National Bureau of Statistics.*

**Key words:** *professional training, continuous professional training, staff, Labour Code.*

## 1. Introduction

According to the provisions of the Labour Code of the Republic of Moldova, professional training is a training process through which an employee acquires a qualification, attested by a certificate or diploma according to the legislation in force. Continuing professional training is defined as the process by which an employee, already having a qualification or

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profession, enriches his/her professional knowledge by deepening it in a particular field of his core specialty or by acquiring new methods and processes applied in that field (10).

Within the labour legislation of the Republic of Moldova, the employer has the obligation to create the necessary conditions and facilitate the professional and technical training of employees, who follow production training, improve or study in educational institutions, in accordance with the fulfilment of tasks and obligations specific to jobs. In this context, each organization, in collaboration with employee representatives, develops and approves plans for continuous professional training.

The details of the conditions, modalities and duration of the training, the rights and obligations of the parties involved, as well as the allocation of financial means for this purpose, are established in the collective labour contract or collective agreement. A significant aspect of this legislation is the possibility of concluding three types of professional training contracts: the professional qualification contract, the apprenticeship contract and the continuing professional training contract (10).

Government Decision No. 387 of June 15, 2022 recognizes the importance of continuous training of adults for access to science, information and culture. This approach is consistent with lifelong learning principles, offering adults opportunities to complete basic education, retrain and acquire new skills, all in order to adapt to new socio-economic realities. (6)

However, the current assessment of candidates on the labour market does not focus only on the number of diplomas or certificates, but above all on demonstrated efficiency at work. In this perspective, continuous skill development becomes essential for those looking to advance their careers or obtain a more favourable job. Nevertheless, personal initiatives may encounter difficulties in the absence of a customized training program tailored to the organization's requirements.

Investments in human capital are fundamental for the development of a country, and the Republic of Moldova faces challenges in this regard. Improving the quality of the workforce is recognized as a crucial component of human resource development. In this regard, the "Moldova 2030 National Development Strategy" project outlines objectives such as establishing an efficient system of professional guidance, strengthening collaboration between educational institutions and economic entities, and accelerating the implementation of reforms in terms of continuing education and lifelong learning. (8)

These guidelines and projects reflect the commitment to provide continuing education, diversified and adapted to individual needs and the evolving socio-economic context. However, in order to achieve these objectives, it is crucial to adjust professional training programs to meet the demands of an ever-changing society and to mobilize all available means of information, both institutional and non-institutional.

## **2. Research Methodology**

The study aims to evaluate the process of professional staff training in the Republic of Moldova. It is intended to highlight the role and impact of this training within economic entities in the Republic of Moldova. To achieve this, we analyse and evaluate the effects of training on employees and the economic entities in which they operate. The main

research directions include identifying the essential elements evaluated in the training process, characterizing them and identifying the information necessary for a correct and efficient evaluation of the training results. Specialized literature and various research methods will be used to reach relevant and useful results in the specific context of the Republic of Moldova.

### **3. Evaluation of the Process of Professional Staff Training in the Republic of Moldova**

Given the crucial role of continuous employees training, government institutions, including National Employment Agency (ANOFM), have emphasized in various legislative and normative documents the importance of investments in improving the quality of the workforce. This paradigm is recognized as an essential element of the progress of human resources, paying special attention to some significant aspects.

First, the emphasis is placed on restoring and expanding the internal staff training system, including workplaces, actively promoting the creation of favourable conditions for self-training.

Secondly, it highlights the importance of guaranteeing the right of every adult to access distinct forms of professional training, independent of those acquired during initial training.

Thirdly, it stresses the need to develop the services provided by employment structures for the professional training of the unemployed persons, as well as to support and organize prior training for employees at risk of dismissal in layoff situations.

Fourthly, the emphasis is placed on expanding the system of continuous training, aimed at reproduction, maintenance and improvement of the workforce. (5)

These initiatives reflect the commitment to create an enabling framework for the continuous development of professional skills for the benefit of both employees and society as a whole.

The importance of training and professional development of human resources is also evident in the "Moldova 2030 National Development Strategy" project, approved by Government Decision no. 377/2020. It focuses on Pillar 2 'Strong human and social capital' and goal 4 'Ensure quality education for all and promote lifelong learning opportunities'.

(8) Some fundamental directions are listed here:

1. Development of a system of professional guidance and career counselling at all levels of education, focusing on increasing the relevance of education and training, especially for children from disadvantaged backgrounds.
2. Formation and consolidation of partnerships between professional technical education institutions and economic agents, involving them in providing professional training adapted to market requirements by implementing dual professional training programs and conducting practical internships within enterprises.
3. Accelerate the reform regarding the implementation of the concept of continuing education and lifelong learning, in accordance with the requirements of the labour market; ensuring the periodic professionalization of the active population in order to maintain competitiveness on the labour market. (8)

In accordance with the employment objectives, actions and intervention, measures will be implemented to contribute to the achievement of the pillars established within the “Moldova 2030 National Development Strategy” project.

In order to assess the current state, we will initiate an evaluation process of professional training in the Republic of Moldova.

By investigating the evolution of the professional training activity, we can notice an upward trend regarding the participation of an increased number of people in professional training programs.

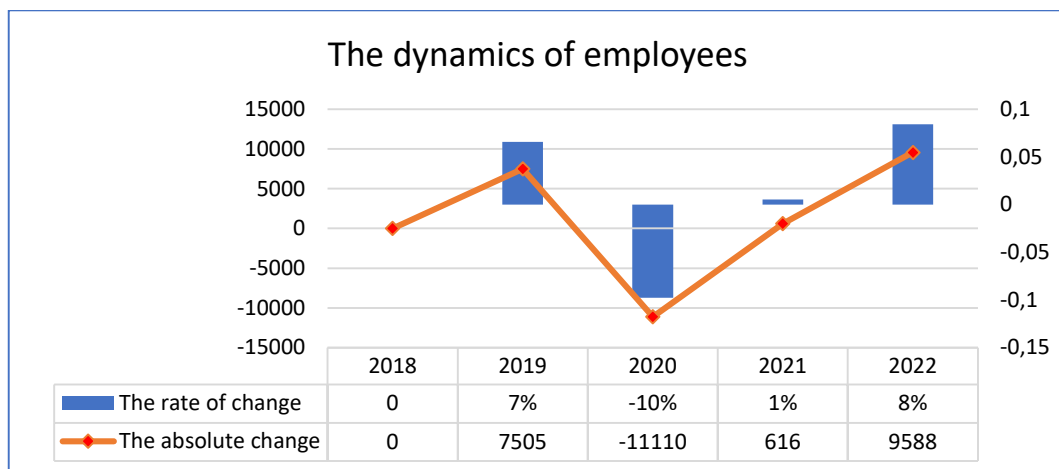


Fig. 1. *Employees who participated in at least one type of CPT (courses and/or other forms)*

Source: *Elaborated by the author based on NBS data*

According to the data presented in Fig. 1, we can deduce that between 2018 and 2022 there was an increase in the number of employees involved in continuous professional training programs. Thus, in 2022, compared to 2018, there was an increase of 8%, representing an advance of 9588 trained people. It is important to mention that in 2020 there was a negative evolution of 10% (11110 people), a phenomenon that can be attributed to the impact of the COVID-19 pandemic.

The increase in the number of employees who participated in professional training can be explained by managers' awareness that training becomes imperative for the adaptation to technology and innovation. Thus, it ensures that team members are up to date with new technologies and methodologies that can improve efficiency and productivity. In addition, training serves as a tool to improve organizational performance, contributing to the achievement of objectives and strengthening competitiveness. Also, changes in organizational structure or workflows impose the need for training to facilitate the adaptation of employees to new requirements and responsibilities.

Although the number of people trained between 2018 and 2022 is increasing, it is important to assess how it correlates with the total number of employees in the national economy. In Figure 2, the percentage of trained persons in relation to the total number of employees is highlighted, segmented by field of activity.

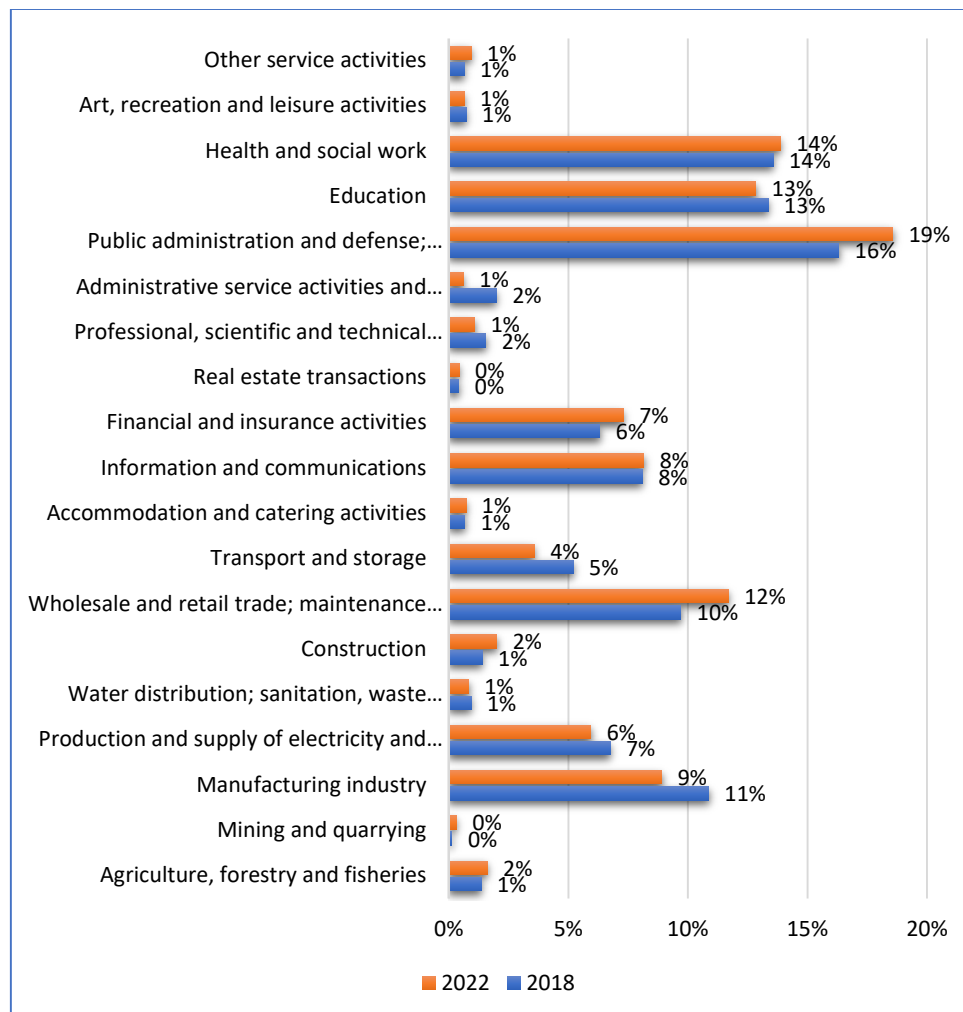


Fig. 2. The share of people who benefited from CPT in the total number of employees by fields of activity during 2019-2022

Source: Elaborated by the author based on NBS data

Examining the level of professional training in various fields of activity gives us perspective on the attention paid to this issue in the branches of the national economy.

Figure 2 reflects the share of employees who participated in Continuing Professional Training (CPT) during 2018-2022. The analysis reveals that, of the total number of people trained during this period, most come from the industrial sector, accounting for 49.86% in 2018 and 52.24% in 2022. The second largest field, according to the number of people trained, is Wholesale and retail, maintenance and repair of motor vehicles, showing an increase in share in 2022 compared to 2018, by 2 percentage points, reaching 12%, and the field of Information and Communications maintains a stable share of 8%.

It should be noted that a significant number of people who participated in the professional training are employed in the budgetary sector: public administration, education, health and social assistance. Comparing the budgetary sector with the real

sector of the national economy, we note that in 2018, approximately 48% of all trained people come from the budgetary sector. In 2022, the share of trained people in the budgetary sector reached 49%.

Analysing the evolution of the number of people trained in different sectors of the national economy, we can notice a general trend of growth, suggesting that senior managers of organizations are beginning to realize the importance of professional training for achieving organizational success.

In order to determine how many people trained by fields of activity are compared to the field of Agriculture, forestry and fisheries, which represents one of the traditional pillars of the economy of the Republic of Moldova, we analysed the relative size of coordination. This analysis allows us to assess the degree of synchronization and efficiency of trained human resources in various sectors.

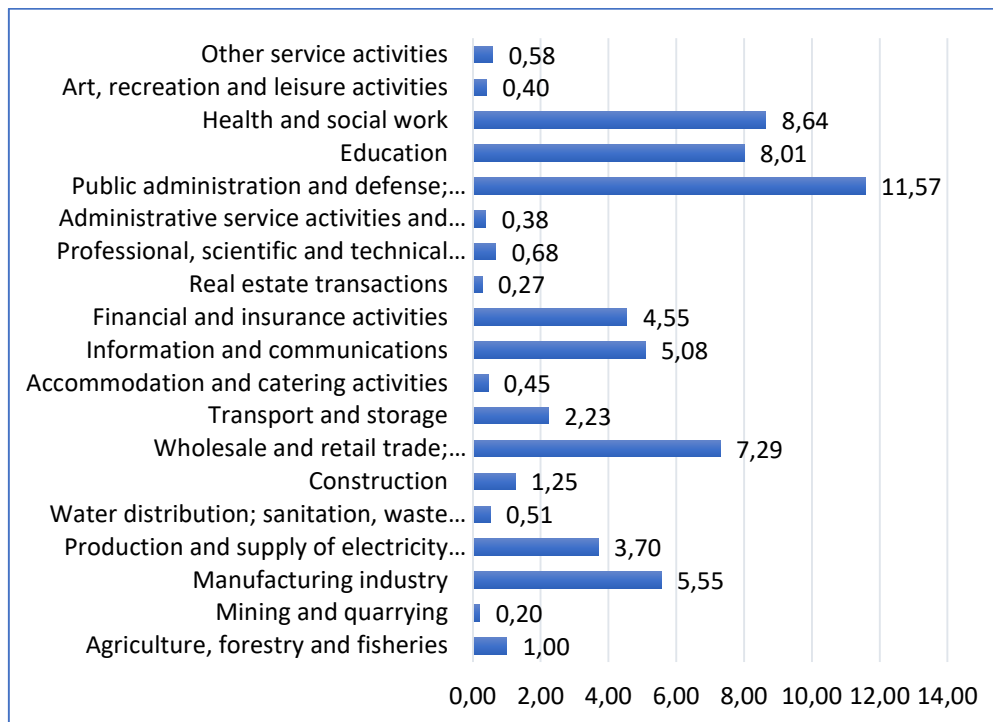


Fig. 3. *Coordinating the Employees by fields of activity who participated in at least one type of CPT*

Source: *Elaborated by the author based on NBS data*

The relative size of coordination can provide insight into the proportion of specialists in a given field compared to the Agriculture, Forestry and Fisheries sector. This approach is crucial to understanding the distribution of the trained workforce and can highlight changes in the country's educational and economic priorities.

It is noted that in the Public Administration and Defence sector, Mandatory Social Insurance, the number of employees who participated in at least one type of continuing professional training (CPT) is 11.57 times higher than in the field of Agriculture, forestry

and fisheries. In addition, it was found that expenditures in this sector are 16.87 times higher, highlighting the fact that expenses per employee are higher in this area by approximately 63.35 times.

Based on the data presented in Fig. 3, the following conclusions can be drawn regarding the attitude and impact of training in various fields of activity, such as Public Administration and Defence, Insurance, Health and Social Work, Education and Agriculture, Forestry and Fisheries:

1. A significant number of employees who participated in continuous professional training in Public Administration and Defence, Insurance, Health and Social Assistance, Education indicate an increased priority given to skills development in these sectors. This may reflect efforts to maintain and improve the level of expertise in an area vital to the functioning of state institutions.
2. The costs associated with training in Public Administration and Defence, Insurance, Health and Social Assistance, Education are significantly higher compared to those in Agriculture, Forestry and Fisheries. This apparent discrepancy indicates:
  - A considerably more generous budget allocation for training in priority sectors. This increased allocation of resources suggests great importance to developing skills in public administration.
  - Increased attention to the quality of training. This may involve an expectation of more efficient and skilled work in this sector, thereby contributing to improving the performance of public institutions and services.

A significant dimension of professional training activity is represented by the duration of the training programs. In this situation, organizations have the option to adopt or request from educational service providers training programs with considerable variations in duration, ranging from a few days to an extended period of one year or more. In terms of training workers and specialists for the effective performance of work tasks, training programs of reduced duration (usually 1-2 weeks) are most commonly adopted. When implementing new technologies or innovative work methods, the duration of training programs is usually significantly longer.

Regarding the average duration of professional training, which represents the number of hours of CPT that falls on average to a CPT participant, it is presented in Table 1.

Table 1

*The average duration of continuing professional training (CPT)*

Years	Average duration of CPT	Rate of change, %		Absolute change, hours/person	
		with fixed base	with a movable base	with fixed base	with a movable base
2018	45	0.0%	0.0%	-	-
2019	45	0.0%	0.0%	0	0
2020	41	-8.9%	-8.9%	-4	-4
2021	45	0.0%	9.8%	0	4
2022	44	-2.2%	-2.2%	-1	-1

Source: Elaborated by the author based on NBS data

The detailed analysis of trends indicates that in 2020, the negative deviation of the average duration of in-service training may be correlated with the significant impact of the COVID-19 pandemic. This situation has generated significant disruptions in the planning and implementation of training programs, resulting in a significant decrease in their average duration.

Looking at the deviation observed in 2022, this can be explained in the accelerated context of technological innovation. The rapid pace of technological change necessitates the need for more frequent training, but with shorter sessions, to enable employees to adapt agilely to new technologies and practices, thus ensuring effective adjustment to continuous changes in the field. This increased adaptability becomes essential in a dynamic and constantly evolving business environment.

Within the professional training activity, an essential aspect is represented by the duration of the training programs. Organizations can opt for programs with different durations, ranging from a few days to a year or even longer. In Fig. no. 4, the share of trained persons in the total number of employees by field of activity is highlighted. An important element of analysis is the proportion of trained persons compared to the total number of employees in the national economy.

According to NBS information, the number of people who participated in professional training programs increased from 113854 people in 2018 to 123442 people in 2022, which represents an increase of employees who participated in CPT by 8.42% or 9588 people.

The CPT participation rate represents the share of participants in all types of CPT in total employees from the units that offered CPT.

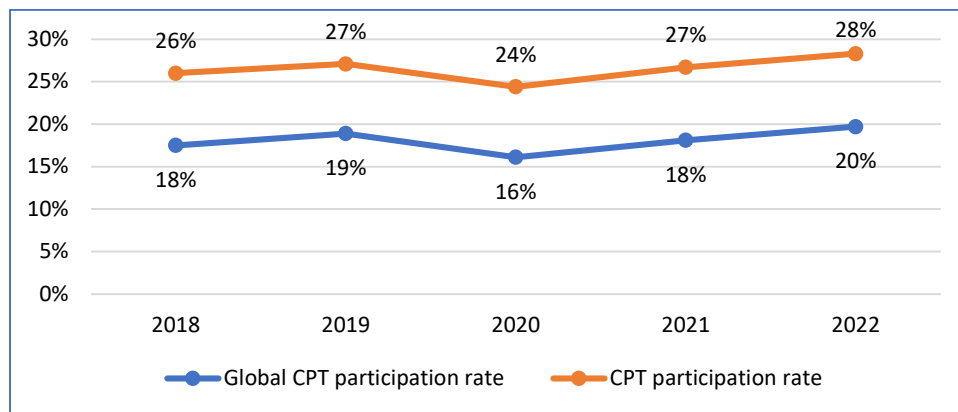


Fig. 4. CPT participation rate in the period 2018-2022

Source: Elaborated by the author based on NBS data

An important aspect of professional training is related to the types of professional training.



Types of professional training

Table 2

Types of professional training	Total, people	Duration of training, man-hours	Duration per person, man-hours	Weight, %
Courses	93783	4711148	50.2346	100
Internal	34312	1189183	34.6579	36.59
External	59471	3521965	59.2216	63.41
				100
• in the country	55449	3336006	60.1635	93.24
• abroad	4022	185958	7.25351	6.76

According to the information provided by the NBS, it is noted that in 2022, 63.41% of people participating in professional training attended courses outside the organization, while only 36.59% attended internal courses. It is also relevant to mention that, out of the total number of people involved in professional training activities, 93.24% were trained in the country, while only 6.76% participated in training programs abroad.

As for the structure of leaders and specialists according to the place of training programs in 2022, it is presented in Figure 5.

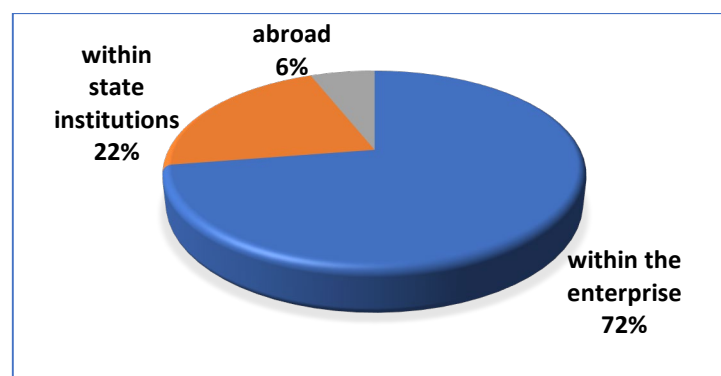


Fig. 5. The structure of the leaders participating in the training programs according to their location in 2022

Source: Elaborated by the author based on NBS data

Based on the information presented in Figure 5, it is found that the process of professional training of employees predominates within their employment unit or in educational institutions in the republic, accounting for 72% of the total. However, we must emphasize that statistical data may be incomplete, as they do not provide information on the implementation of training programs in specialized private training centres, which are beginning to develop in the Republic of Moldova.

The training of specialists is carried out mostly within economic entities and higher education institutions and only a small percentage abroad. The small number of people attending training programs abroad is also determined by the insufficiency of financial resources oriented in this direction.

*The ratio between staff training expenses and salary expenses in 2019-2022*

Table 3

Areas of activity	2019			2022		
	Salary expenses, thousand lei	Training expenses thousand lei	The ratio between staff training expenses and salary expenses (%)	Salary expenses, thousand lei	Training expenses thousand lei	The ratio between staff training expenses and salary expenses (%)
Agriculture, forestry and fisheries	2478246.0	1503.1	0.61	3273612.7	1049.7	0.32
Mining and quarrying	192414.9	231.7	1.20	248367.4	240.9	0.97
Manufacturing industry	9459829.5	13431.2	1.42	12150452.3	11372.0	0.94
Production and supply of electricity and heat, gas, hot water and air conditioning	1988013.5	9438.3	4.75	2407573.0	9574.4	3.98
Water distribution; sanitation, waste management, decontamination activities	798020.5	967.9	1.21	1034419.8	559.3	0.54
Construction	2610036.7	2672.0	1.02	3441149.7	3315.8	0.96
Wholesale and retail trade; maintenance and repair of motor vehicles and motorcycles	9711372.9	17608.3	1.81	14384251.4	15436.5	1.07
Transport and storage	3652826.4	20717.4	5.67	4593755.4	18654.4	4.06
Accommodation and catering activities	988931.3	1360.5	1.38	1168026.9	1862.7	1.59
Information and communications	4787143.4	20099.4	4.20	10301245.8	21501.7	2.09
Financial and insurance activities	2534426.9	18811.2	7.42	3961913.2	25984.2	6.56
Real estate transactions	1012970.6	756.1	0.75	1258408.2	456.8	0.36
Professional, scientific and technical activities	1835349.3	6048.3	3.30	2360911.4	3225.8	1.37
Administrative service activities and support service activities	1219053.1	1139.6	0.93	1563497.4	1074.0	0.69
Public administration and defence; Compulsory social insurance	17712253.3	25359.2	1.43	24073604.6	14595.9	0.61
Education	1959675.1	14207.9	7.25	3555129.5	12534.0	3.53
Health and social work	1959675.1	36408.4	18.58	3555129.5	31589.1	8.89
Art, recreation and leisure activities	1959675.1	512.1	0.26	3555129.5	596.7	0.17
Other service activities	773845.4	1822.3	2.35	1032104.0	2322.6	2.25
<b>Total by economy</b>	<b>67633758.9</b>	<b>193094.9</b>	<b>2.86</b>	<b>97918681.8</b>	<b>175946.5</b>	<b>1.80</b>

Although, at first glance, it would seem that the financial means allocated for staff training are significant, it is important to see how they are presented in the fields of

activity. Analysing the data, it was found that most expenses for professional training of the staff are borne by two branches of the national economy, namely health and social assistance and public administration. In 2022, the expenses for professional training of the staff in these branches of activity amounted to 36408.4 thousand lei and 25359.2 thousand lei, respectively. We can also note that more than a quarter of the expenditure on staff training belongs to the budgetary sector, i.e. the expenses are borne by the republican budget, or the local budget, or other sources of financing.

The results obtained from the analysis presented in Table 3 indicate that the funding situation for staff training is far from acceptable. Although the current legislation requires the allocation of 2% of the salary fund for staff training, this principle is not respected in all areas of activity. The conclusion is based on the finding that, overall, expenditure on staff training in the economy accounted for only 1.80% of wage expenditure in 2022, down from 2.86% recorded in 2019.

Among the branches of the national economy, only financial activities, transport and storage, electricity production and supply, as well as information and communications seem to have a favourable situation in terms of financing professional training of staff. In 2022, in these four areas, staff training expenses accounted for 6.56%, respectively 4.06%, 3.98%, and 2.09% of salary expenses. We also observe an upward trend in these areas, reaching 1.17% in financial activities and 1.08% in transport and communications in 2026.

Within the budget sector organizations, the favourable situation is found only in the field of health and social assistance, as well as in education. Expenses related to staff training in health and social assistance accounted for 8.89% of salary expenditures in 2022, decreasing compared to 2019 by 9.69 percentage points. In education, these expenses constituted 3.53% in 2022, registering a decrease compared to 2019 by 3.72 percentage points. The situation in the other branches of the budgetary sector cannot be considered favourable.

In the real estate sector, the situation regarding expenditure on staff training is almost similar to that in the budgetary sector. However, in all areas of activity in 2022, compared to 2019, there is a decrease in the ratio between staff training expenses and salary expenses.

The reduction in the ratio of training expenses to salaries in organizations can be attributed to a variety of factors.

First, financial pressures on companies can cause a restriction of training budgets, which are directed to other urgent needs or financial challenges. Changes in priorities may also lead to a reorientation of budgets towards projects considered more strategic in the short term.

Also, changes in the economic environment, including economic instability or unpredictable business conditions, can lead organizations to make decisions about reducing overheads, including those for training. This strategy may attempt to address immediate challenges, but may have consequences for the long-term development of employees' skills.

Furthermore, another explanation may be that organizations choose to invest in more efficient and accessible training options, such as online resources or in-house programs, thus reducing the costs associated with traditional training.

As for the expenses for professional training related to an employee and a trained person, they are presented in Table 4.

Table 4

*Training expenses per employee and trained person in 2022*

Areas of activity	2022				
	No. employees	No. of trained persons	Expenses related to staff training, thousand lei	Expenses related to training per employee, lei	Expenses related to training for a trained person, lei
Agriculture, forestry and fisheries	42737.0	1980.0	1049.7	24.56	530.15
Mining and quarrying	2034.0	398.0	240.9	118.44	605.28
Manufacturing industry	99554.0	10993.0	11372.0	114.23	1034.48
Production and supply of electricity and heat, gas, hot water and air conditioning	10993.0	7322.0	9574.4	870.95	1307.62
Water distribution; sanitation, waste management, decontamination activities	8731.0	1015.0	559.3	64.06	551.03
Construction	27989.0	2473.0	3315.8	118.47	1340.80
Wholesale and retail trade;	130961.0	14434.0	15436.5	117.87	1069.45
Transport and storage	43066.0	4414.0	18654.4	433.16	4226.19
Accommodation and catering activities	16932.0	882.0	1862.7	110.01	2111.90
Information and communications	32575.0	10060.0	21501.7	660.07	2137.35
Financial and insurance activities	16050.0	9008.0	25984.2	1618.95	2884.57
Real estate transactions	13674.0	540.0	456.8	33.41	845.93
Professional, scientific and technical activities	15969.0	1337.0	3225.8	202.00	2412.72
Administrative service activities and support service activities	15047.0	762.0	1074.0	71.38	1409.45
Public administration and defence; Compulsory social insurance	53276.0	22912.0	14595.9	273.97	637.04
Education	103089.0	15850.0	12534.0	121.58	790.79
Health and social work	73557.0	17115.0	31589.1	429.45	1845.70
Art, recreation and leisure activities	14395.0	791.0	596.7	41.45	754.36
Other service activities	9020.0	1156.0	2322.6	257.49	2009.17
<b>Total by economy</b>	<b>729649.00</b>	<b>123442.0</b>	<b>175946.5</b>	<b>241.14</b>	<b>1425.34</b>

Analysing the data presented in Table 4, there are significant variations in training expenses per employee and per trained person depending on the field of activity. In the agricultural sector, we observe the lowest expenses related to training for an employee, amounting to 24.56 lei. In contrast, the field of financial activities registers the highest average expenses for training an employee, reaching the amount of 1618.95 lei, followed by the production and supply of electricity and heat, gas, hot water and air conditioning, with 870.95 lei, and the field of information and communications, with 660.07 lei.

Analysing the data, we find relatively high expenses for training a person in the fields of

transport and storage (4226.19 lei), financial and insurance activities (2884.57 lei) and professional, scientific and technical activities (2412.72 lei). This suggests that organizations in these areas often resort to lengthy training programs with results that may be less effective, or prefer to outsource the training process, which automatically leads to increased costs. However, if internal resources for staff training are lacking, choosing training outside the organization may be the only solution available.

In the framework of the analysis carried out on data on training expenses per person trained during 2019-2022, in various sectors of activity, significant conclusions are revealed on the evolution of these expenses, namely in the field of **agriculture, forestry and fisheries** in 2019, training expenses were 1051.12 lei, while in 2022 they registered a significant reduction to 530.15 lei. This decrease suggests an adaptation to the specific dynamics of the agricultural industry. The mining and manufacturing sectors recorded moderate increases in training spending. In particular, the mining industry increased from 874.34 lei in 2019 to 605.28 lei in 2022, and the manufacturing industry increased from 930.33 lei to 1034.48 lei in the same period. The fields of electricity and heat production and supply, as well as transport, recorded significant growth. Training expenses in these sectors increased from 1224.96 lei to 1307.62 lei, and from 3532.38 lei to 4226.19 lei, respectively. The field of **professional, scientific and technical activities** recorded a significant decrease in training expenses, from 3735.82 lei in 2019 to 2412.72 lei in 2022. This reduction may reflect a reconsideration of skills development strategies in the context of technological change. The expenses for training in the field of **administrative and support services** registered a notable increase, from 486.38 lei to 1409.45 lei, suggesting a strategic change to meet the growing demands of this sector.

Overall, total training expenditures on the economy recorded a recovery in 2022, decreasing from 1591.10 lei to 1425.34 lei. This development may indicate an effective adaptation to the new demands of the workforce and technology.

According to the statistical data reflected in Figure 6, it can be seen that in 2022, 41.9% of the total number of economic entities provided CPT services and registered an increase of 3.7 percentage points compared to 2018.

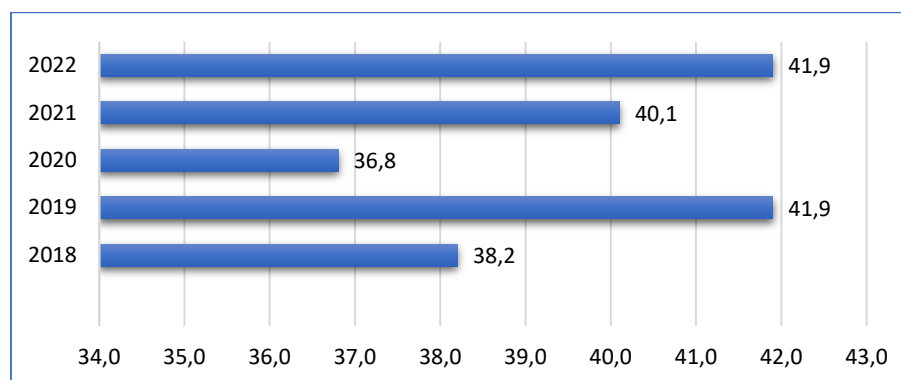


Fig. 6. Share of units that provided continuing professional training (CPT)

Source: Elaborated by the author based on NBS data

It is important to highlight that in order to classify an activity as professional training, it must meet the following criteria:

- be planned in advance;
- receive funding, even partially, from the unit or from sources of external assistance provided to it (in the form of grants, sponsorships, etc.);
- have as their objective the improvement or assimilation of knowledge.

Examining the Fig. presented, an upward trend is noted in the development of the educational market in terms of continuing professional training. However, there are still broad challenges that need to be addressed in order to achieve a satisfactory level of development capable of inspiring confidence in the training programs provided by specialized centres. Regarding the general activity of training and professional development of staff in the Republic of Moldova, the conclusions can be summarized as follows:

- The absence of a strategic vision at the management level of the organization regarding the training and professional development of staff;
- The lack of a coherent strategy in the field of human resources that connects business development with employee performance;
- The weak support from the upper management of human resources subdivisions regarding the professional training of employees;
- Most domestic organizations do not have funds allocated for staff training, and in cases where they do, the amounts allocated are often limited.

#### **4. Conclusions**

In conclusion, human resources development is in the spotlight and represents an essential component of staff management policies in the Republic of Moldova. This perspective is reinforced by the legislative framework, including the specific provisions of the Labour Code, and by the sustained commitment of government institutions, especially the ANOFM, to promote investments in improving the quality of the workforce.

Through the legislative documents and the “Moldova 2030 National Development Strategy” project, concrete directions of intervention are outlined, such as developing a robust professional guidance system, strengthening partnerships between educational institutions and economic agents, accelerating reforms in the field of continuing education and lifelong learning, and ensuring periodic professionalization of the population in order to maintain competitiveness on the labour market.

We also emphasize the importance of proper management of qualified staff, indicating that modern technologies and specialized recruitment are not enough to achieve the objectives. Organizing work in a way that encourages employee engagement and continuous development is essential.

In the perspective of developing professional skills, the focus is on raising employees' awareness of the importance of professional training, implementing incentives for companies to train staff and organizing training programs for managers and staff.

It is obvious that, in the era of modern management, the management of qualified staff is a crucial challenge, and the success of a company is not ensured only by implementing modern technologies and recruiting specialized staff. Configuring work to encourage effort, efficiency, and full employee integration is imperative.

Regarding the formation of a team of qualified and professional staff, training becomes a vital element, both through internal educational programs and through collaborations with university institutions, private training and education companies, professional organizations, etc. Even the most experienced professionals benefit from the need for continuous improvement of skills and assimilation of new knowledge and skills.

By implementing training programs, it ensures not only the maintenance of professional skills, but also the development of work skills in various contexts and career promotion, reflecting the recognition and support given to competent team members. Thus, the promotion of a human resources strategy oriented towards investments in human capital not only improves staff skills, but also contributes to increasing the efficiency of the company in the current context of market economy.

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