DECISIONAL UNCERTAINTY IN HUMAN RESOURCES MANAGEMENT

CASE STUDY: Human Resources Referrer

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Abstract: The study takes the position that skills, knowledge and competences of the Human Resources Referrer (HRR) are not investigated in conditions of professional certainty through the batteries of tests, but these features must highly correlate with the occupational standard established by the profession stated by C.O.R. (Classification of Occupations in Romania) criteria and to be included in job description. In most of the recruitment and selection processes the presentation of job description to candidates is being omitted due to skepticism. Discussions with Human Resources staff revealed that this brings along too high set expectations of the employee' self-perceiving competencies in providing efficient requested services. This error brings along work overload, the emergence of task error, decreased motivation, leaving job leaving after 1-2 years and future denying another similar post. Thus, gained experience is left behind, at latent level in the professional path, losing its relevance in time. The present study represents a cognitive perspective of approaching uncertainty in decision-making involving activities currently undertaken by the HRR. The study was conducted with the help of 8 human resources professionals, having direct responsibilities in human

resources management in organizations with more than 10 employees. The procedure involved completing a questionnaire regarding ranking decisional uncertainty (1 for very low uncertainty – 5 for very high uncertainty) for 140 performance criteria of HRR occupational standard, sent and returned by e-mail. Thus, it has been avoided external influencing responses by maintaining typical work environment of the respondent. As a result of responses analysis, respondent 8 experts were invited to participate in a Focus group concerning decision-making uncertainty of HRR profession. Results have indicated 3 performance criteria subject of decisional uncertainty, article discussing methods of absorption of phase uncertainty and residual uncertainty, in order to optimize the decisional processes enrolled by a HRR. Conclusions suggest that Fuzzy EXPERT decisional system could be successfully used in decision-making organizational process regarding the selection and rejection of candidates and employees' evaluation.

Keywords: human resources referrer, performance criteria, decisional uncertainty, phase uncertainty, residual uncertainty, Fuzzy EXPERT system

1. Cognitive decision-making model in the uncertainty selection process

Briefly referring to a general typology of decision-making models, we emphasize that there are two main directions in decisional theory: normative that refers to action and descriptive, valid for social and human sciences.

A definition of rational decision-making process, according to Zamfir C. (2005), refers to the fact that "a decision-making process is rational if using logical analysis of logical relevant knowledge in selecting the best decision".

From the structural point of view, any decision-making process, in particular the selection and evaluation process of candidates for a vacancy implemented by Human Resources Referrers (HRR) requires four elements: a decision-maker, in case of human resources process selection HRR, a problem to be solved, the existence of a custom post or multiple vacancies in an organization and the approach for recruitment and selection of prospective future employees, the solution to the problem expressed by choosing the best ways for the selection of candidates, in order to eliminate procedural inefficiencies, the activity of solving decision, namely the decision of the acceptance of the candidate and the conditions relating thereto, or rejecting together with the invocated reasons for misunderstanding the job description.

The decision-making phases refer to the actual choice of the solution and the after decision-making phase refers to the application of the decision and follow-up to determine the long-term effectiveness.

Depending on the degree of decisional certainty there are four models of decision: definite decision in a strictly deterministic world, definite type probabilistic decision, decision under uncertainty, persistent and cybernetic model.

Regarding the decision in a strictly deterministic world, the decider can identify the best solution at the end of the decision-making process. The necessary assumptions: complete reducibility of uncertainty (refers to the given character, unproblematic uncertainty in the completeness of the list of alternatives solutions) and to strictly deterministic universe.

Regarding the certain probabilistic decision, it refers to the decision-making process where you don't work with absolute certainties, but with probabilities. In this case, uncertainty is introduced as a

condition, and refers to two types: ontological type (indetermination) and cognitive (incomplete knowledge). Assumptions of the analytic model appear to be unrealistic in a closer analysis:

1. The problem to solve by decision making it is not given, it is uncertain by definition (Zamfir C., 2005).

2. Completeness of the list of alternative solutions (analytical model necessarily involves making decisions based on a complete list of alternatives).

3. Completeness of the evaluation of alternative solutions (the decider holds a complete set of criteria for evaluating solutions, measurability of the values, knowledge about the actual meanings of solutions).

Referring to the decision in the event of persistent uncertainty in the decision process, initial uncertainty is not entirely reduced in most cases; it represents a component element of the decision-making process influencing its dynamics. (Zamfir C., 2005).

There are three features of a decision under conditions of persistent uncertainty postulated as sentences (Zamfir C., 2005):

1. under certain conditions, the uncertainty makes the analytical models to be inapplicable, the decider must use partly non-analytical methods;

2. there is no guarantee that under conditions of uncertainty, the decider will identify the best solution, either objectively or subjectively, relative to the level of knowledge at its disposal;

3. the strategy of persistent uncertainty in decision has both cognitive components, as well as social and psychological components in multiple interactions.

The decision is addressed by two diametrically opposed perspectives: cognitive (cybernetic model) and rational (decision-making model).

Cybernetic model is characterized by: adjusting-type mechanisms are not missing from the social and human reality, selection of solutions is not done on the basis of hypothetical, theoretical knowledge but also through feedback, which is crucial in this model, selection of solutions is spontaneous, automatic and the alternatives may be the result of chance.

The differences between the cybernetic model and decision-making model are listed below:

Cybernetic model	**Decision-making model**
it is not cognitive	it is cognitive
the choice of the solution is based upon the information obtained during the course of the action	the choice of the solution is based on the prior processing of information
the selection of a solution is based on feed-back	the selection of a solution is based on knowledge
uncertainty exists as status of the system	uncertainty as status of the system is avoided
the selected solution is not necessarily related to the alternatives	the selected solution is reinforced through experiences
it is the first possible experimental solution	the solution is not the best possible one

2. The uncertainty in decision-making

By uncertainty we understand the incompleteness of knowledge and through cognitive uncertainty we understand the incompleteness and fragility of relevant knowledge in relation to a specified decision-making process. (Zamfir C., 2005).

Objective uncertainty is the ratio between the quantity and quality of necessary knowledge for making a decision and the knowledge that the

decider holds in an effective way; it is a measure of the actual knowledge and cannot be accurately determined only by an external observer.
Subjective uncertainty is a diffuse perception, more like an intuition, of the objective uncertainty, an accurate measure may not be a priority of the objective uncertainty (Zamfir C., 2005). We present below some characteristics of subjective uncertainty:

- it cannot be interpreted as secondary acknowledgment,
- it is a component of any decision-making process, with important consequences within it,
- it is a factor which acts directly on the decision-making behavior.

Among the factors involved in uncertainty itself, there are the structure and stability of the cognitive image. Cognitive image has an oscillating property, which generates uncertainty.

There is no correlation between objective and subjective uncertainty. Objective certainty tends to generate subjective certainty; Objective uncertainty can be associated with either uncertainty or subjective certainty (Zamfir C., 2005).

Noteworthy is the existence of some thresholds of the levels of knowledge that generate distinct types of subjective certainty/uncertainty, namely:

- a low level of knowledge is associated with uncertainty X, a slightly higher level of knowledge produces a fast-growing uncertainty, certainty X
- subsequent accumulation of knowledge is likely to lead to an increase of uncertainty, uncertainty Y, so as to an accumulation of knowledge to produce again an increase in uncertainty, certainty Y (Zamfir C., 2005).

There are four intervals on the scale of objective uncertainty associated with certainty/ subjective uncertainty:

- *subjective uncertainty of type x* (the uncertainty X) - a very high level of objective uncertainty tends to generate a high subjective uncertainty (Zamfir C., 2005, p. 52). Its cognitive image is fragmented and composed.
- *subjective certainty of type x* (certainty X) - cognitive image has a relatively high degree of structure and a high degree of stability. This objective uncertainty can install a relatively high subjective certainty.
- *subjective uncertainty type y* (y uncertainty) – condenses a high level of knowledge that has the effect of destabilizing the cognitive image. There can be formulated more alternatives, one may experience doubts about the formulation of the problem, the ranking of the alternative solutions becomes difficult. This type of uncertainty is based on the multitude of knowledge and is characterized by the plurality of alternative structures.
- *subjective certainty of type y* (certainty Y) - cognitive image tends to be a stable structure. It introduces a new type of subjective certainty based on an abundance of knowledge. Destruction becomes less probable; y is not a certitude certainty, but only highly stable, based on lot of knowledge. At a certain level of knowledge, the accumulation of new knowledge may have a restructuring effects producing an increase, not a decrease of the subjective uncertainty (Zamfir C., 2005).

Subjective uncertainty reduction theory recognizes a vast range of sources that provoke uncertainty, states that could derive from decline in the economy, insecurity in relationships, limited clarity about the self, uncertainty about social interactions, and other triggers (see Smith, Hogg, & Martin, & Terry, 2007). To override these feelings of uncertainty, individuals can conform to the norms of their group. Such conformity and identity with a group not only clarifies which behaviors or beliefs to

embrace but also delineates a definition of self in relation to the social collective (Grieve & Hogg, 1999).

Subjective uncertainty reduction theory states that many common activities, such as joining a team or group, arise from the need to curb subjective uncertainty. According to Hogg and Abrams (1993; Hogg, 2000, 2004, 2005), the team or group affords members with some clarity about how to behave and think. That is, individuals gradually learn the norms and beliefs that characterize this group. When they feel connected to this group, they adopt these norms or beliefs, imparting a sense of certainty. Consistent with this premise, when subjective certainty is somehow augmented, individuals are more inclined to feel connected to their team or group. In addition, their prejudices against other teams or groups also diminish (Grieve & Hogg, 1999). Consistent with subjective uncertainty reduction theory, individuals who report need for closure are more likely to show biases against other groups (e.g., Kruglanski, Pierro, Mannetti, & De Grada, 2006; Shah, Kruglanski, & Thompson, 1998; Webster, Kruglanski, & Pattison, 1997).

Subjective uncertainty is associated with several manifestations of identifying with a group. Many studies have shown that subjective uncertainty associated with biases against other groups (Grieve & Hogg, 1999). A sense of personal uncertainty coincides with greater convictions about worldviews and personal opinions or attitudes (McGregor, Zanna, Holmes, & Spencer, 2001). Presumably, the uncertainty fosters acceptance of group norms and beliefs-and thus resistance to information that contradicts these opinions or attitudes. Alternatively, this conviction might represent a means to diminish subjective uncertainty (McGregor & Marigold, 2003). A sense of personal uncertainty also increases conformity. That is, when individuals feel uncertain, personal attitudes

that diverge from the norms of their group are less likely to guide their subsequent behaviors (Smith, Hogg, Martin, & Terry, 2007).

Landau, Sullivan, Keefer, Rothschild, and Osman (2012) demonstrated that subjective uncertainty reduction theory could also explain some instances of objectification. In many settings, individuals sometimes objectify other people, managers sometimes conceptualizing their employees as tools to reach their goals not as people with their own passions, skills, and needs. According to this theory, people often like to interact with other individuals effectively. Yet, sometimes they are uncertain of the feelings and preferences of these individuals. They cannot observe these subjective experiences directly. This conflict between striving to interact effectively, but uncertainty around these subjective experiences, is aversive. To override this uncertainty, people may attempt to reduce the complexity of these subjective experiences, conceptualizing the other individuals as predictable beings rather than complex, sentient humans.

Self affirmation has been shown to curb the effect of uncertainty (Wichman, 2010), thus when individuals experience a sense of uncertainty, they feel their identity or status might be threatened and they do not feel they can control their surroundings sufficiently. Any event or experience that could protect their identity should thus curb the effect of uncertainty. Self affirmation is often assumed to protect the self and, thus, should fulfill this function (McGregor, Zanna, Holmes, & Spencer, 2001; for conflicting findings, see Hogg & Svensson, cited in Hogg, 2007).

The formulation of alternative solutions is an important source of uncertainty. If the decider has a single solution, the uncertainty refers

only to the possibility of success or failure. When there are several possible solutions, the uncertainty grows.

Reducible uncertainty relates to the decider's situation characterized by high chances, as if through an effort of knowledge, certainty to be significantly reduced. Thus, the decider has the most effective acquisition of knowledge, this knowledge resulting in increased stability and structuring of the cognitive image.

Irreducible uncertainty refers to the decider's situation characterized by the lack of real opportunities for reducing its uncertainty through an additional task of knowledge. Irreducibility feature is objective, it refers to the probability of producing the uncertainty, is a feature of cognitive resources available to the decider.

Reducibility is given by the possibility to obtain new knowledge, the ability to obtain new knowledge, the decider's perception towards reducibility determines the behavior directly and the decider does not have precise and accurate estimation of the degree of reducibility or irreducibility of his own uncertainty.

Among the indicators for estimating the degree of reducibility/irreducibility, we enumerate: the existence of development methods of knowledge, the result of the efforts of past cognitive (success-reducibility, failure-irreducibility) and new knowledge reduce uncertainty, generate structuring and stability of the cognitive image.

The post decision-making phase involves uncertainty about the ways of decision taken. In an effective decision-making process, the transition from one phase to the next one involves the total absorption of the uncertainty of the previous phase. However in most of the situations there remains a certain amount of uncertainty regarding the previous phase (residual uncertainty). Residual uncertainty represents uncertainty

that persists in the decider system on earlier stages of decision. In each phase of the decision-making process, in addition to the uncertainty phase, residual uncertainty will also tend to coexist (Zamfir C., 2005).

The main effect of uncertainty is delaying the decision and triggering cognitive activities in order to reduce them (Zamfir C., 2005).

Among the effects of uncertainty we consider:

Functional effects	**Dysfunctional effects**
uncertainty freezes for a while the decision, so it postpones the action	the uncertainty may postpone the decision excessively, blocking the action
the uncertainty motivates knowledge	uncertainty generates an oscillation of the decider system between postponing a decision or adopting it, continuing the decision-making process, or returning to an earlier phase
residual uncertainty pushes to reduce the decision-making	persistent uncertainty generates a state of anxiety and tension in the decision-maker system
uncertainty only perceived as being reducible motivates the knowledge	residual tensions cannot be reduced through specific activities in phase but only by absorbing the residual uncertainty which it has generated
	residual uncertainty decreases motivation on performance
	reducible uncertainty has mostly active effects, irreducible uncertainty has mostly passive effects
	irreducible uncertainty pushes cognitive activities; it generates anxiety, inner tensions, and decreases performance motivation.

Source: *Zamfir C., 2005, p. 61, p. 64*

It is emphasized that the importance of the decision amplifies the effects of uncertainty, the lack of importance of the decision having the effect of reducing them.

In referring to dynamic uncertainty in decisional process, in its initial moments, uncertainty tends to be estimated as reducible. The failure of active knowledge is a process of cognition inhibitor. The failure of knowledge activity tends to decrease the pressure towards knowledge. (Zamfir C., 2005).

Thus, rational behavior in the persistent uncertainty is not indefinitely postponement but becomes action. The action represents a way to overcome the uncertainty.

Cognitive activity is generally focused on reducing phase uncertainty and not to the reduction of residual one, residual uncertainty being additive. With the advancement in the decision-making process, residual uncertainties of the completed phases cumulate. Residual uncertainty appears most clearly in the action phase being accentuated by new knowledge and information, changing of the situational context.

In the table below, we emphasize the distinguishing factors between the residual uncertainty and the phase one:

Residual uncertainty	**Phase uncertainty**
does not add directly to phase uncertainty, it is central	is marginal
indirectly affect the phase uncertainty, disfavoring cognitive effort, which reduces the phase uncertainty	(concerning the decision during the process) has direct consequences on the decider's behavior
it acts as a negative background for the phase uncertainty	

Source: *Zamfir C., 2005, p. 71*

The marginalization of residual uncertainty and the one regarding the next phases have as result the decrease of its effects. (Zamfir C., 2005) The marginalization of residual uncertainty represent the shift of the uncertainty in dormant.

The uncertainty does not disappear through marginalization, it goes latent, under some conditions becoming active. When uncertainty appears, it can block the decision-making process, pushing the returning of the process to the phase of uncertainty.

3. Study case and results

The following study takes the position that skills, knowledge and competences of the Human Resources Referrer (HRR) are not investigated in conditions of professional certainty through the batteries of tests, but these features must highly correlate with the occupational standard established by the profession stated by C.O.R. (Classification of Occupations in Romania) criteria and to be included in job description. In most of the recruitment and selection processes the presentation of job description to candidates is being omitted due to skepticism. Discussions with Human Resources staff revealed that this brings along too high set expectations of the employee' self-perceiving competencies in providing efficient requested services. This error brings along work overload, the emergence of task error, decreased motivation, leaving job leaving after 1-2 years and future denying another similar post. Thus, gained experience is left behind, at latent level in the professional path, losing its relevance in time (Bălaș Timar, D., Bălaș, V.E., 2007).

We believe that when the Human Resources Department of any organization has access to these occupational standards and benefits from consultancy in effective implementation of their job descriptions and especially in occupational profiles, there would be avoided a multiplicity of negative aspects currently found on the labor market in Romania, which will be detailed during this study case. It is for this reason we am drawing to your attention the results of our research regarding the

occupation of HRR, key position in any business environment. The present study represents a cognitive perspective approach to uncertainty in decision-making activities currently undertaken by the HRR.

The present study represents a cognitive perspective of approaching uncertainty in decision-making involving activities currently undertaken by the HRR.

The study was conducted with the help of 8 human resources professionals, having direct responsibilities in human resources management in organizations with more than 10 employees. The procedure involved completing a questionnaire (performance criteria of HRR occupational standard), sent and returned by e-mail. Thus, it has been avoided external influencing responses by maintaining typical work environment of the respondent.

As a result of responses analysis, 8 experts were invited to participate in a Focus group discussions concerning decision-making uncertainty of HRR profession.

3.1. Assumptions and objectives

The general hypothesis of this study is that phase decisional uncertainty and residual uncertainty may occur frequently during the current activity of a HRR. This article highlight the dynamics of phase and residual uncertainty along all the processes enrolled by HRR professionals and the level of uncertainty associated with the final decision-making processes characteristic for HRR.

The study was conducted with the help of 8 human resources professionals, having direct responsibilities in human resources management in organizations with more than 10 employees. The procedure involved completing a questionnaire regarding ranking

decisional uncertainty (1 for very low uncertainty – 5 for very high uncertainty) for 140 performance criteria of HRR occupational standard, sent and returned by e-mail. Thus, it has been avoided external influencing responses by maintaining typical work environment of the respondent. As a result of responses analysis, respondent 8 experts were invited to participate in a Focus group concerning decision-making uncertainty of HRR profession.

Table 1 presents score frequency of eight experts in ranking from 1 to 5 decisional uncertainty associated with 140 performance criteria of HRR occupational standard.

Table 1

Score frequency of eight experts for the decisional uncertainty

The decision-making uncertainty FREQUENCIES associated with HRR profession								
Score	Exp.1	Exp.2	Exp.3	Exp.4	Exp.5	Exp.6	Exp.7	Exp.8
1 (Very low uncertainty)	98	61	86	61	88	104	92	104
2	23	29	22	36	26	20	34	28
3	7	20	8	20	15	6	7	2
4	3	12	12	5	4	1	1	
5 (Very high uncertainty)	3	12	6	12	1	3		

There is a general tendency to score as low as possible the decisional uncertainty associated to overall skills of HRR profession. Occupational standard specifies three main aria of competency: specific skulls, fundamental skills and general skills. Regarding particular aspects related to each of the three skills, shown in Figures 1, 2 and 3, score media of decision-making uncertainty on each performance criteria are being as to low as otherwise expected.

Returning to the general hypothesis, namely identifying the phase uncertainty manifestation and its development dynamics and propagation until it develops into residual uncertainty, we propose a theoretical

objectification model of procedural uncertainty dynamics, the maximal and minimal standard deviation coefficients analysis from the modal decisional uncertainty resulting from the evaluations of eight experts. There is a plurality of embodiments for artificially identifying such a procedural dynamic, however considering the "humanistic" approach of the proposed theme, we have chosen keeping the track of the maximum standard deviation points from the average identified by the modal profile.

Thus, in Figure 1, the maximum point of decisional uncertainty regarding specific competencies is paradoxically found in unit 2*, Organizing the recruitment and selection process of personnel,* competency unit 5*, Participation in the selection process*, performance criteria 5.2, ***Assisting the final selection of candidates in accordance with the methodology of selection***.

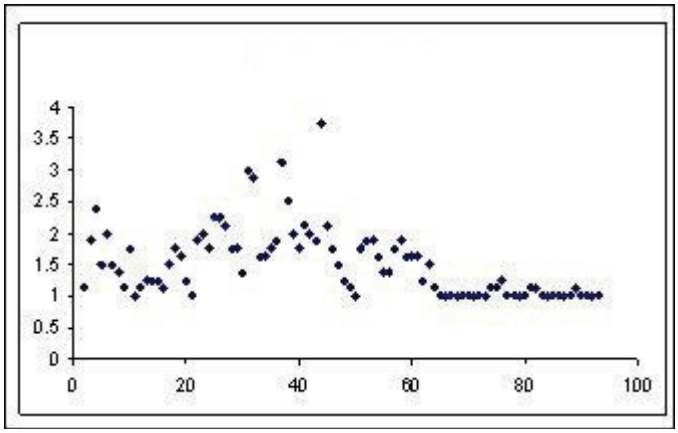

Figure 1 - *Average of scores given to decisional uncertainty regarding specific competencies for HRR profession*.

Citeria	N	Min.	Max.	Mean	Std. Deviation
1 / 2 / 5 / 5.2.	93	1.00	3.75	1.5312	**.5855**

According to the proposed model, from the specific competencies of HRR profession, we have identified as first phase uncertainty, the decision on the final selection of candidates. This layout is seen by the 8 experts as characterized by a high degree of uncertainty, an argument in favor of using the automatic selection process of candidates on a particular job, in order to eliminate human error.

As we have previously mentioned, in an effective decisional process, the transition from one phase to the next one involves the total absorption of the uncertainty of the previous phase. Residual uncertainty, uncertainty relating to the previous phase, which persists in the decider system regarding the previous phases of decision, will subsist in every phase of the decision-making process, in addition to the phase uncertainty. Thus, given the fact that we have identified as first phase uncertainty exactly the candidate selection decision, we can appreciate the crucial importance of the absorption possibility and specifically the factors that can transform it from latent into manifest decision.

Going further, in Figure 2, the point of maximum decisional uncertainty regarding fundamental competencies, can be found in unit 8, *Professional development*, competency unit 2, *Studying specific documentation related to training needs*, performance criteria 2.2, ***Specialty materials will be daily studied, or whenever it is necessary.***

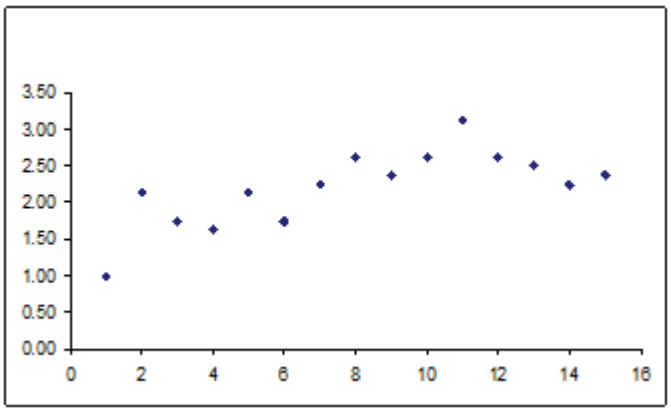

Figure 2 - *Average scores given to the decisional uncertainty regarding fundamental competencies specific to the HRR profession.*

Criteria	N	Min.	Max.	Mean	Std. Deviation
2 / 8 / 2 / 2.2	15	1.00	3.13	2.2113	**.5180**

This second phase uncertainty, fully demonstrates the ineffectiveness of many professional development programs. Namely, even if the identification of training needs has been correctly done, even if the training program has been shown to be relevant, the current study of specialized materials, based on continuous education is characterized by a high degree of uncertainty.

Given the absorbed residual uncertainty, namely the decision on the final selection of candidates and adding this newly identified uncertainty relating to the study of specialized materials, we find ourselves in front of reconsidering the hiring decision. This process will be obvious only if we study the third uncertainty phase.

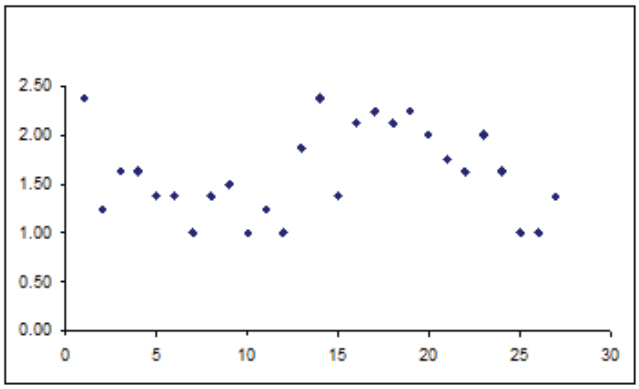

Figure 3 - *Average scores given to the decisional uncertainty regarding the general competencies of the HRR profession.*

Criteriul	N	Min.	Max.	Mean	Std. Deviation
3 / 10 /2/ 2.2	27	1.00	2.38	1.6137	**.4532**

Thus, the maximum point of the decisional uncertainty regarding general competencies, is found in unit 10, *Own activity planning,* competency unit 2, *The identification of task accomplishment level,* performance criteria 2.2 ***Compliance identification of operating with the organization's procedures and specific legislation.***

This last phase uncertainty, of internalizing and adoption of the operating practiced in the membership organization by the evaluated one, puts large question marks regarding the correctness of the initial decision of employment.

Cumulating these residual uncertainties, establishing the degree of manifestation and the possibility of absorption, we believe that we can solve the dilemma of the selection or rejection, promotion or demotion, relatively automatic. Where there is a possibility of full absorption of these uncertainties, the solution is obvious, the person has complied with the required standards, but where the cumulated uncertainty is not absorbed and is latent, the person misfit for the job they occupy and the

mismatch of the candidate for the job will be solved by the decision of rejection. The risk associated to keeping into the organization such a person who carries with himself residual latent uncertainty, tends to contaminate the whole environment, the effect being the aggregation of the uncertainties of all affected ones. If that person loaded with latent uncertainty is a HRR, organization-wide results will be catastrophic, meaning that that person will voluntarily and involuntarily impose their own standards, to the detriment of those promoted by organizational and belonging culture.

3.2. Validity and limits

The validity of the scale is relatively easy to prove, namely the criteria which are not relevant in the concerned environment, will not be taking into consideration. The reason for we have organized a Focus-group was to identify other issues, somehow specific, which aren't included in the current occupational standard. These new "data sheets" will be taken into account in the case of the organizational environment that requires this type of expert assessment of employees and prospective employees. The effect of group-thinking was removed by the individual way of response. During the focus group discussions, the results were presented to the eight Experts, and debates enrolled on decisional uncertainty in the HRR profession. The study's limits and conceptual limits in the application of this expert selection model, which we have set together with the experts group, refer to:

- the specificity of the West side of Romania, where the occupation rate is very high,

- important organizational profiles, which we have not included in the study, e.g., production, construction, public administration, research institutes, hospitals, etc.
- the lack of a human resources department structure inside the most organizations with fewer than 10 employees,
- fewer and limited knowledge access to specific occupational standards of the organization's profile and disagreement between the job description and the work performed,
- disengagement of the part directly involved in the selection and evaluation process, in case of employing a wrong person,
regarding the promotion of employees too little emphasis is put on the hierarchical evaluation,
- appealing to external sources in recruitment and selection processes, which often surpass selection process (focusing on recruiting) due to very few candidates who apply for an interview,
- mistrust in the automatic selection and evaluation system of the staff,
- lack of technical and statistical analysis knowledge, in case of HRR, in organizing an informational database of employees,
- lack of higher education forms in Arad (Bachelor, Master, Postgraduate course) addressing management of human resources,
- failure in obtaining the aim of Training and Teambuilding activities, focused on individual values homogenization and the internalization of the organizational values.
aspects that could be the subject of new included competencies in the HRR standard, found in the opinions of the expert group to: interdepartmental communication, loyalty, motivation, social marketing, lobby for promoting the image of the organization, transparency, and social responsibility.

4. Conclusions

One of the aspects that we want to highlight as a conclusion, is that decision-making uncertainty regarding the activities related to fundamental competencies of the HRR profession, seen from 8 different Expert perspectives, should correlate to a greater extent than the level of uncertainty associated with specific competencies, fact which is not demonstrated in the present study.

The assumption that the level of perception of decisional uncertainty regarding the fundamental competencies of HRR profession is not proven, the strongest significant positive correlations being found at the level of specific competencies. (ANNEX I); also at the level of specific competencies there have not been found negative correlations.

The proposed theoretical model aims at addressing the selection and evaluation process of the human resources enrolled by HRR, from the perspective of cognitive perception of the decisional uncertainty. It has been taken into account the occupational standard of HRR, which was discussed in a Focus group with the participation of 8 experts. Along with these, it has been established the modal profile perception of decisional uncertainty associated with each activity addressed by the occupational standard.

The study has focused on identify the dynamics of phase uncertainty and of the residual uncertainty during the processes implementation and activities specific to the HRR profession.

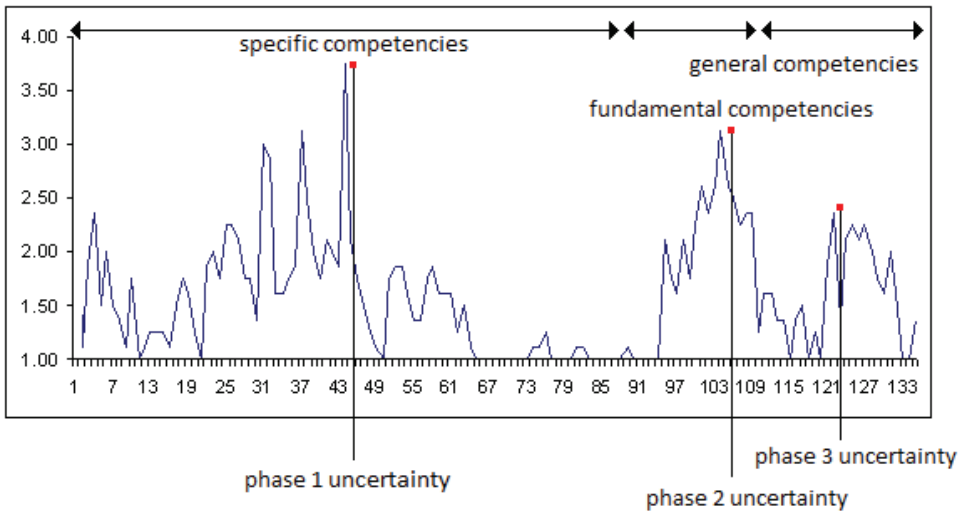

Figure 4 - *Phase uncertainties related to the HRR competencies.*

Three points have been identified for phase uncertainty:

the maximum point of decisional uncertainty regarding specific competencies is paradoxically found in unit 2, *Organizing the recruitment and selection process of personnel,* competency unit 5, *Participation in the selection process*, performance criteria 5.2, ***Assisting the final selection of candidates in accordance with the methodology of selection***;

the point of maximum decisional uncertainty regarding fundamental competencies, can be found in unit 8, *Professional development*, competency unit 2, *Studying specific documentation related to training needs*, performance criteria 2.2, ***Specialty materials will be daily studied, or whenever it is necessary*;**

the maximum point of the decisional uncertainty regarding general competencies, is found in unit 10, *Own activity planning,* competency unit 2, *The identification of task accomplishment level,* performance criteria 2.2 ***Compliance identification of operating with the organization's procedures and specific legislation.***

The method of absorption of phase uncertainty and of course of the residual uncertainty confers, in our vision, the success of the activity of an HRR. This study represents the argument for using the Fuzzy EXPERT system in decision-making organizational process regarding the selection and rejection of candidates and employees' evaluation (Bălaș Timar D., Pitariu, H.D., 2006; Zadeh, L.A., 2002).

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ANNEX I

Correlation matrix for specific competencies

		1	2	3	4	5	6	7	8
1	Pearson Correlation	1.000							
2	Pearson Correlation	.138	1.000						
3	Pearson Correlation	.576(**)	.142	1.000					
4	Pearson Correlation	.245(*)	.383(**)	.405(**)	1.000				
5	Pearson	.416(**)	.090	.583(**)	.481(**)	1.000			

	Correlation								
6	Pearson Correlation	.596(**)	.072	.507(**)	.198	.528(**)	1.000		
7	Pearson Correlation	.082	.082	.103	.312(**)	.458(**)	.459(**)	1.000	
8	Pearson Correlation	.019	.112	.252(*)	.372(**)	.581(**)	.470(**)	.714(**)	1.000
** Correlation is significant at the 0.01 level (2-tailed).									
* Correlation is significant at the 0.05 level (2-tailed).									

Correlation matrix for fundamental competencies

		1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
1	Pearson Correlation	1.000							
2	Pearson Correlation	-.433	1.000						
3	Pearson Correlation	-.217	.329	1.000					
4	Pearson Correlation	-.410	.469	.662(**)	1.000				
5	Pearson Correlation	.191	.021	.090	-.035	1.000			
6	Pearson Correlation	-.245	.605(*)	.609(*)	.417	.187	1.000		
7	Pearson Correlation	-.099	.368	.517(*)	.710(**)	-.113	.402	1.000	
8	Pearson Correlation	.044	.210	.193	.360	-.200	-.038	.010	1.000
** Correlation is significant at the 0.01 level (2-tailed).									
* Correlation is significant at the 0.05 level (2-tailed).									

Correlation matrix for general competencies

		1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
1	Pearson Correlation	1.000							
2	Pearson Correlation	.153	1.000						