

THE STRATEGIC APPROACH OF THE HUMAN RESOURCES MANAGEMENT

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Abstract

The human resources management envisages permanent improvement of the employees' performance in order to achieve the mission and the strategic objectives of the organization.

The strategic approach of the human resources management represents the forecast of the human resources and consists of: planning, quantification and correlation of the human resources in accordance with the organization's objectives that should be in line with the market opportunities and threats.

The human resources should be a strategic priority for any organization. The human resources strategy must be correlated with the overall management of the organization and the other way around taking into consideration that the strategy ensures the support for achieving the general objectives of the organization.

The human resources strategy involves the personnel requirements, their training and reward as well as the impact of these activities towards the organization. The human resources strategy is based on the lessons learnt and the present taking into account the forecast for the next years that lead towards a perspective development of the human resources.

The human resources management includes training strategies that reflect the overall organization objectives on medium and long term. Therefore, the ultimate objective is to achieve competitive advantages by efficient human resources valorization.

Keywords: Management, human resources, strategy, objectives, forecast, organization

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1. Introduction

It is proven that the organizations using the cutting-edge technologies and with a modern and flexible human resources management have registered remarkable results. This type of management enhances the creativity, develops efficient communication tools, takes responsibility for the decisions, recognizes the worth, motivates and rewards the employees.

These new approaches of the human resources management are applied by managers who keep up with the change, understand that they should adopt a new management style whose objective is not to control, but to create partnership and apply the principle that the organization can't be better than its people (Chișu, 2002, p. 16).

They must be aware of the human resources obstacles, to know how to collect information and how to use them as well as to find the most adequate solutions.

2. The objectives of the strategic human resources management

Moreover, the human resources management envisages permanent improvement of all employees' activities in order to achieve the organization mission and objectives.

Therefore, it is needed the manager involvement who should take act, discuss with the employees and reward the good results.

The general objective of the human resources management is to achieve performance by using adequate methods.

The specific objectives of the human resources management can be strategic – on long term – that envisage the organization and the human resources planning and operational that follow the coordination of the current activities.

The human resources management includes all the managerial decisions and the practices that influence or directly affect people, respectively the human resources working within an organization (Constantinescu, 1999. p. 10).

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The human resources manager has an important role within the organization: he should look for the development of new efficient instruments and methods to organize the work and to promote new relations between employees. The final aim of this activity is to conciliate the employee goals with the organization ones for a high performance of both parties.

The new employees will not stay if no responsibilities are given to them taking into consideration the obtained results.

Companies can have a good image only if they will establish the responsibilities hierarchy taking into account the competences and the worth and not the age or the devotions proves.

The human resources activities are diverse depending on the organization size and its needs.

In order to ensure an efficient human resources management it is needed to involve human resources experts. According to their knowledge, competences and skills, they can be: experts on various themes or specialized on specific themes of the human resources field.

Generally, we can find the ones that are specialized on specific themes in large companies, having a sociological, psychological, economic as well as a specialized training on: personnel recruitment and selection, motivation, evaluation, labor protection (Nicolescu, 2004, p. 72).

Another important factor that is linked with the human resources management is the labor market. This influences the organization through its offer, but also by the changes on the market demand.

Therefore, the organization can adapt to the labor market by using forecasts and development projects on medium and long term taking into account the local and international trends.

The market and technology dynamics highly influences the human resources management.

Moreover, the technologies evolution involves new requirements concerning the management of the human resources by increasing the demand for a workforce with a high, creative and flexible qualification and reducing the demand for the unqualified workforce.

The new vision towards the human resources is totally different than the one existing a few decades ago. However, a company will have to turn its own employees into a true strategic resource in order to survive on an increasingly competitive market.

The human resources management represents a **strategic component** of the organization. The human resources management is focused on taking decisions related to organization plans and purposes, labor relations between employer and employees as well as strategies, plans and practices for recruitment, training, activity performance, reward and management of the relations with the employees (Armstrong, 2006, p. 27).

The strategic approach of the human resources management represents the forecast of the human resources and consists of: planning, quantification and correlation of the human resources in accordance with the organization's objectives that should be in line with the market opportunities and threats.

Therefore, the human resources management envisages the development of a coherent human resources strategy by correlating human resources policies, practices and tactics, by higher capitalization of human capital, through innovation and creativity, by expanding the fields of competence with the tools to be used, complying with quality standards that must be met, audited and evaluated, in order to obtain superior economic and social results at the organizational and individual level (Marinescu, 2012, p. 36).

During organizations development process they deal with a number of essential aspects of human resource management. Managers develop a plan to attract and retain people with the skills the organization needs. The implementation of the plan involves recruiting, selecting, integrating, training, rewarding, choosing the most appropriate benefits and permanently evaluating the performances in order to check if the organizational objectives are achieved. These activities represent the components of human resources management.

The human resources plan is developed in accordance with the strategic plan of the organization. As the organization identifies the development opportunities available, it is necessary to correlate them with the skills that will be needed to cover them. Recruitment, training and reward programs are created to attract, develop and retain people with the necessary skills.

The complex attributions of specialists from all fields of activity impose a high responsibility and initiative from the human resources point of view. Thus, the need for a high level of professional training and permanent qualification, which depends on achieving greater efficiency in the organization.

The human resources management includes a series of strategies for staff training and qualification, which are based on the overall major objectives of the organization on the long term. Therefore, maximum competitive advantages are achieved by efficient use of human, financial, material resources.

The most frequently used training strategies and techniques are:

Investment strategy. This starts from the idea that money dedicated to specialization represents an investment in the future of the company;

Conciliation strategy. It is a strategy that involves small and occasional expenses for staff training. In general, the aim is to prevent conflicts that may arise as a result of the total lack of concern of the management for the employees' qualification;

Specialization strategy. The specialization strategy aims to develop the skills of the employees, which are specific to their job. The expenses incurred are justified by the performances obtained on the job;

The specialization in the position includes four stages: establish the tasks to be performed and the employees level of knowledge; presentation by the trainer of the way the task is performed; the achievement of task; analysis of the performances registered on the job during the time and clarification of any misunderstandings;

Rotation in positions in company or abroad, at subsidiaries of the unit or partner companies. During this process, the employee is supervised by specialized persons working in the respective field.

The training represents a systematic process, of acquiring new knowledge, skills and attitudes necessary for the more efficient fulfillment of the duties of a certain position, present or future. The training programs are predominantly interactive and are conducted in attractive ways.

The training techniques are learning methods that the trainer uses to transmit the information and generate its impact on the participants.

Brainstorming is one of the most popular and appreciated methods of stimulating creativity, but more than that, brainstorming is, first and foremost, a method of actively generating ideas in a group.

The benefits of using this method are:

- solving a specific problem;
- generating an impressive number of solutions to solve a problem.

The human resources strategy involves the personnel requirements, their training and reward as well as the impact of these activities towards the organization. The human resources strategy is based on the lessons learnt and the present taking into account the forecast for the next years that lead towards a perspective development of the human resources.

The human resources management includes training strategies that reflect the overall organization objectives on medium and long term. Therefore, the ultimate objective is to achieve competitive advantages by efficient human resources valorization.

3. Performance in strategic human resources management

The complexity of the economic and social processes, the development of the relations between states, economically and culturally, the international exchange of ideas and values generate a combination of national interest with international interests, but also an increase of the risks associated with the socio - economic activities. Companies have the role to find the most appropriate, coherent and viable strategies to ensure their success as well as the social and economic stability. A possible solution in this context can be represented by the correct use and the true value of the human resources of any organization.

People are considered to be the most valuable and dynamic resource within the organization. They require increased attention from organizations if they want to maximize the intellectual and physical potential, so that selection, motivation, reward, training and qualification must be included in the management strategy.

The training within organization has an important place in the knowledge-based economy and society, and its continuous adaptation is required; supporting the adaptation of the labor force is the main instrument by which organizations can meet the new requirements specific to the markets to which they are addressed.

Organizational training of human resources represents the planned process of increased skills, knowledge or competences through learning, in order to achieve a certain level of performance in the activity carried out (Schein, 1998. p. 255).

This process of improving the human resources aims at both training and professional development. *Vocational training* is a training process, during which participants acquire the theoretical and practical knowledge necessary to carry out their present activity. *Professional development* is more complex, pursuing the acquisition of useful knowledge both now and in the future.

In many respects, vocational training has as components qualification and the professional training. Qualification aims to improve the existing capacity, and the training aims to develop new capabilities of employees. Some authors believe that the concept of vocational training includes: professional qualification, specialization, training through experience and professional information.

The training of the human resources should start with the process of integrating the new employees into the organizational structure of the company. An efficient integration can contribute to creating a positive attitude towards the organizational culture of the new job as well as obtaining good professional results in a short period time.

The purpose of this professional integration process is to familiarize the newly employed with the new working conditions, to integrate as quickly as possible into the new team and to create feelings of security, confidentiality and belonging to the group.

The success of professional integration is influenced by several factors:

- The organizational culture of the new workplace through the goals and norms that shape the new employee and define his/her roles in the organization. The goal of an organization may be official or unofficial, declared or unreported and to which the employee must adhere and obey, and this may influence his behavior;
- The characteristics of the group in which the new employee will have to integrate;
- The labor contract signed by the employee will influence his integration because he will have to find a balance between the requirements related to the new job and the rewards offered by the organization. At the same time, respecting the rights and obligations of both parties that have signed the contract, is a requirement of human resources management.
- The power and dependency ratios that the employee will have to respect in order to carry out the tasks and defend his interests.

Depending on the personality, the new employees will have a different rhythm of integration, which should not be forced because it may influence the employee's subsequent behavior.

In many organizations, it is used the "new employee handbook", which contains the main information that a new employee should know:

- a summary presentation of the company, of the products and services offered, the position of the company within the field, the organizational structure, the names of the managers and the specific activity of the main departments;
- the main rules of activity, protection norms and sanitary norms;
- company strategies and policies regarding discipline, education, training and promotion of employees, periods of leave, methods of calculating wages and the date of their payment or granting other non-financial rights.

After reaching the beginning stage, the employee's training knows other steps depending on the level or preparation and according to the organization training plans.

4. Correlation between human resources development and innovation

The strategic management of human resources implements and follows the policies and action plans that aim to reduce in advance the differences between the human resources needs of an organization, determined according to the strategic option chosen and its availability within a certain period of time.

The strategic management of human resources is a requirement and a guarantee of the efficient use of human capital in an organization.

The forecast management of the human resources consists in designing on medium and long term, the need of personnel from organizations in the diversity of jobs and functions, in a structural organization appropriate to the future evolution of the enterprise.

The management of human resources, developed systematically and in perspective, aims to provide staff, both quantitatively and qualitatively, enough to ensure that the objectives of the organization are achieved.

Personnel forecast management can prevent:

- o The risk of mass firing; it periodically determines if important overstaffed exists this could generate many social problems and major crisis in the social systems;
- o The risk of not having people who are capable of using expensive equipment. The need of using the cutting-edge technologies can generate this risk, so anticipating this change will provide the company with the qualified human resources;
- o The risk of not having important people at some moment, especially senior managers. The risks generated by leaving within a short period of time of a management team or most of the IT experts are obvious, and the consequences can lead to bankruptcy.

But staff management should not only have a preventive character, but must serve offensive purposes, in this sense, especially in the top sectors, it is essential to have trained people to meet modern technical requirements. This is why, the anticipation of functions characteristics is essential, this is not a simple forecast, but it requires a proper choice and preparation.

The company's development strategy to expand the customer network, the range of products and services will reduce the financial risks and increase the investment sustainability.

There is also a strong correlation between innovation and human resource development. It is noticed the absence of correlation between the needs and the offer in the educational field.

Despite the large number of graduates in science, Europe is facing a shortage of researchers and scientists.

Moreover, European education and training seem unable to provide a workforce with the skills and knowledge to meet the needs of a competitive economy. This mismatch is a serious obstacle to economic growth and innovation. Therefore, at the institutional level, it should be improved the work environment for scientists and researchers in order to make it more attractive to them.

Human resource development in a knowledge-based society and all institutions operating in this field (schools, universities, postgraduate education, health and employment)

as a crucial factor underpinning competitiveness; innovation in terms of technology, social and institutional environment, etc.

The development of the knowledge-based economy by promoting research and innovation and accelerate the development of information society can be implemented as follows: encouraging the research & development spending (directly by increasing public expenditure on research and development, indirectly through actions such as: risk funds, fiscal measures, indirect tax, promotional campaigns); strengthening business cooperation with universities and research institutes; encouraging the use of information technology; development and improvement of public services (e-government, e-health); development of a safe and dynamic e-business.

Until recently, innovation policy focus on technology-based research in mostly aimed at the industrial sector. Innovation means creation, adoption or adaptation of a product, new or improved service or process production and its successful market introduction. Therefore, when it comes to innovation, we consider a whole system of organizational, managerial, commercial and educational as a key factor contributing to the economic competitiveness of a company and the regional economy which it belongs. The core innovation is formed by the human and social aspects, creative people whose collective capacity shape the future that they desire.

The significant increase of the link between policy research, development and innovation with other government policies (infrastructure, rural development, regional development, environment, etc.) as well as support for productive investment (equipment and technologies) and supporting innovative capacity, the companies will allow the adaptation of production to international market requirements, so the development of modern economy. Romania is interested in supporting EU policies on development of small and medium enterprises. The small entrepreneurs want to receive fiscal deductions for their investments and believe that Government should pay more subsidized loans. Effects of innovation result on improving the quality of products or services, increase turnover and thus market share and productivity growth. Most entrepreneurs have used their own resources to launch or improve products or services.

5. Conclusions

Human resources should be a strategic priority in any organization. Therefore, it is necessary to develop and capitalize human resources in all sectors of activity. The socio-economic analyzes reflect that there is a limited capacity of the vocational education and training system that responds to the needs of a modern knowledge-based society.

Therefore, priorities need to be considered in terms of the efficient development and use of human capital, but also the strengthening of an efficient administrative capacity.

In order to meet these requirements, it is necessary to improve the quality of the education system and of the vocational training, the development of the entrepreneurial culture. As concerns the human resources of the companies and public administration it is needed to develop a modern system and flexible to change, but also to increase the quality standards and efficiency in providing goods and services.

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