

THE ROLE OF HUMAN RESOURCE MANAGEMENT IN INTEGRATION OF STAFF IN ORGANIZATIONS

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Abstract: Taking into consideration the impact of human resources management on the company's economic performance this paper wants to emphasize the perspective of the internationalization of the practices of human resources management (HRM). The paper aims to demonstrate, with arguments, that the human resources management has a contribution to obtaining and increasing an organization's competitiveness.

Keywords: human resources management, organization competitiveness, policy staffing, strategic planning.

JEL Classification: I25, M12, M21

1. Introduction

Nowadays the problem of knowing the resources, the ways and means to shape employees in order to optimize their creative potential, tends to occupy a priority place in the science and practice concerns of management organization. From this point of view, organizations should focus more on fostering creative ideas, on facilitating interactions and information sharing among their employees, as an essential condition of success (Dragomir, C., 2013, p. 82).

To be able to achieve their objectives, the organizations, regardless of their size and nature, were and are bound to face more and more challenges which require the ability to secure and maintain successful competition.

The countless concepts, methods and modern tools, which synthesize many years of research, are a real support for the managerial practice, especially nowadays when the human resources management begins to

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become a basic factor of the economic and social strategy, one of the main components of the organization management.

2 . The role of human resource management in the company's economic growth

Management helps to increase the company's effectiveness and efficiency as a result of its managers' decisions and actions made to potentiate the employees' work.

The main function of the scientific management is to increase the business entity's competitiveness; the science and practice of scientific management is a basic vector of economic growth.

The increase efficiency results both from the mix of resources and work processes, the rational combination of the results of its components' individual work, and the degree of utilization of the material, financial and informational resources at company's level.

The human factor has an important role in the company's economic growth. In the whole process of redesigning and rethinking the economic structures it is necessary to know the issues of employment and effective use of labour.

The human potential is the creative, active and coordinating element of the economic activity; recognizing the implications of the human resources in economic activities resulted in an amplification of the studies devoted to them in order to develop models that contribute to economic growth.

3. Human resource management - today

Human Resources Management is the science and art of the development and implementation of strategy and staff policy to achieve maximum efficiency of the business enterprise's objectives. The vast majority of specialists in the field believes that human resources management, like any other scientific field, is the result of specialized research and entered the already known path of development and diversification, relatively rapid, in many fields (Petrescu, I, 2007, p.156).

Human Resources Management is a science, from the point of view of the formulated concepts, and it generalizes concepts, laws, principles, rules, methods, techniques and tools of leadership and arts for their

application to practice, taking into account the specific conditions of each company (Manolescu A., C. Marinas, I. & Marin, 2004, p.58).

The contents of human resource management is also given by the multitude of activities to be carried out, linked and harmonized within the human resources field, activities that are more or less connected and have a great impact on results. In attempts to specify as precisely and completely as possible the main areas of activity of HRM many opinions were expressed, which in their great majority bear the hallmark of the authors' native country. Thus, the American Society for Training and Development (ASTD) identifies nine main areas of activity of human resource management: training and development; organization and development; organization / job design; human resource planning; selection of personnel and insurance; research and information systems personnel; rewards / benefits or aid; advice on personal problems of employees; union / labor relations.

4. Professional integration of employees

The ultimate objective of integration is creating a sense of belonging to the firm and then identifying all the employees with the company's mission and objectives. Professional integration can be achieved through a large number of processes and methods that differ from one organization to another.

Professional integration is a later stage of employment, when the employee knows the new job, its responsibilities, the new colleagues, in a word, the new organization. The main objectives are:

- the familiarization with the new working conditions, achieved by transmitting all the necessary information (work program, functions, relations of subordination and cooperation, presentation of new colleagues, etc.) in a full, transparent way;
- facilitating the new employee's relationship with the working team so as to avoid as much as possible the initial conflicts;
- creating an atmosphere of safety, privacy and ownership to the new group.

The wide variety of jobs and employees' tasks make practically impossible the establishment of standard rules for professional integration, available in an organization. Professional integration requires the

collaboration between managers, the direct manager of the workplace and the personal department.

Professional integration programs aim, in a first phase, to make the new employees know all the information they need in order to perform their best work and quickly adapt to the job's requirements. The integration programs are made in writing, being the result of the collaboration between the representatives of the Human Resources Department and the line managers to whom the new employee is subordinated.

Continuous professional training has become an essential requirement in all organizations, regardless of the field in which they operate. Further training is aimed at improving the capacity already held by the employees (policalification, retraining, and acquisition of new skills on the job or in the same field). The training programs can be organized in various forms within the organization, in specialized units, or by institutions of higher education. In developing a training program, together with the specialist in human resources other specialists involved in the training field will take part. In this context, 'the educational system needs to permanently adapt to the demands of the labor market to develop the competencies required by a very dynamic business environment' (Dragomir, C., Pânzaru, S., 2014, pp. 89-90).

5. Evaluating employee's performances

Unlike the job analysis, which refers to the contents and requirements of the job description and the job goals, tasks and responsibilities, the evaluation involves determining the relative value of the holder's performances. The evaluation of performances is the activity done to determine the degree to which an organization's staff effectively fulfils their duties or responsibilities in relation to the posts filled.

Determining the results of a training program is the last step to be solved by the one interested in the process of evaluation of the training courses.

In any training, the evaluation of the performance is required. It is distributed throughout a program. Normally, an evaluation takes place at the beginning and at the end of the course; during the course we can also set evaluation points after completing a module.

The objectives of the staff's performance evaluation show a great diversity, given the support of many organizational functions and activities specific to the human resource management.

Defining as precise as possible the objectives of the evaluation of the performance and understanding the degree of complexity of these presents a particular importance, and their implementation on a legal basis protects both the organization and its employees.

There are several ways of making the assessment: by managers, by colleagues who occupy equivalent positions, by self-assessment or by specialist assessors or a combination.

6. Strategies and policies in the field of human resources

The strategies from the human resources field describe all the long-term objectives regarding the human resources, the main ways of achieving them and the necessary or the allocated resources, which ensure that the organization's structure, values and culture as well as its staff will help achieve the general objectives of the organization.

In order to elaborate them, one should start from the organizational objectives and the content of human resource management, and use an appropriate methodology of investigation to ensure a rational targeting of the efforts in this area.

Areas where strategies can be established: insurance and selection of staff; development of employees; relationships with employees. The wide variety of the organizations and of the specialists' concepts is reflected in the diversity of the strategies from the human resources field.

Thus, an interesting approach to the strategies of human resources is presented by Rolf Buhner (2004, p. 149) who, depending on the degree of the dependency on the company's strategy, finds three different types of staff strategies, namely: personnel strategies oriented to investments; personnel strategies oriented to value; personnel strategies oriented to resources.

For the human resources policy to meet the organization's goals, it is necessary that it should meet the following requirements:

- ✓ be consistent with the organization's policy and strategy;
- ✓ reflect the organization's value regarding how people should be treated;

- ✓ cover the most important areas of activity of staff's functions;
- ✓ have provisions to ensure the transmission and understanding of policies at all levels of organization;
- ✓ comply with the legal requirements in the field and those of the collective agreement;
- ✓ be very transparent, clearly defined, preferably made in writing not to permit interpretation.

The stages of drafting a policy for human resources are: analyzing and understanding the culture of the existing organizations and their accepted value; analysis of the existing policy staff; analysis of external influences in the organization; consulting the senior manager on their opinions; consulting the staff and the unions on staff policy; development of staff policy after the analysis of the above information.

To implement a staff policy it must be accepted by managers, must become operational by their decision and be disseminated at all the levels of the organization.

7. Conclusions

An important component of the human resource management is the forecast of human resources needs. The human resources leaders need to anticipate, as well as possible, which will be the degree of employment and thus establish the human resources in the medium and long term. They must be able to ensure efficient use of human resources, adapting the need of employees to the needs imposed by the continuous evolution of the organization's activity.

For a business entity to function effectively (to reach its objectives) and be efficient (to obtain a maximum ratio between the growth of the favourable effects and the increase of the efforts), it is necessary to know and continuously improve general management and functional management.

The need for forecast of human resources management is even more present when the reality shows that the concerns of many organizations in this respect are almost nonexistent, resulting in the discrepancy of: the existence of overstaffed employees, lack of employment for certain skills, imbalances in regarding the structure of employees by age, etc.

The strategic planning of human resource needs in an organization is essential for its economic performance; the human resource needs for future

periods primarily depend on the volume and structure of work to be done. However, the strategy for estimating human resource needs should be consistent with the changes on the market, in the economy, at a competition or finance level.

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