



THE CONCEPT OF HUMAN RESOURCES MANAGEMENT

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The concept of human resources management has developed over time starting from personnel management, focusing much more on human resources planning, recruitment and selection, but also on evaluating professional performance and career management. The efficient implementation of human resources management at organizational level depends very much on the analysis of jobs. Job analysis provides elements that underlie the establishment of human resource needs and can be done through several methods, namely observation, interview or questionnaires. The recruitment and selection process can be improved by job analysis, because managers more objectively identify the knowledge, skills, abilities needed for a job and can structure tests based on job analysis results; they can state a more accurate job description.

Keywords: human resources management; recruitment; selection; job analysis.

Over time, it has been concluded that people are the most important resources of an organization and for this reason a process has been created that focuses exclusively on the activity of human resources, to manage their efficient use within an organization. Human resources specialists have tried to replace the term personnel management with the term human resource management (HRM). In this regard, experts such as Armstrong (1987)¹ associated human resource management with "an old wine in new bottles", while Guest (1987)² argued that human resource management differs in some ways from personnel management. It is practically suggested that most human resources activities involve the administrative part, such as selection, recruitment, promotion, retirement.

In its fully developed form, HRM functions as a system. As Schuler (1992)³ states, HRM connects, integrates, and unites.

From another perspective, Storey (1995)⁴ defines human resource management as follows: "Human resource management is a distinct approach to managing people in a company, which aims to gain a competitive advantage by strategically placing qualified and loyal staff using a holistic set of cultural, structural and personnel techniques". In the opinion of R. Mathis, HRM represents the process of continuous improvement

of the activity of all employees in order to achieve the mission and organizational objectives⁵.

As Boselie (2005) explained, HRM: "...responds accurately and efficiently to the organization's environment, complements other organizational systems (contingency theory) and provides "added value" through the strategic development of the organization's scarce, inimitable and irreplaceable resources, simply in its staff (resource-based perspective)".⁶

According to G. A. Cole, HRM includes a set of specialized activities, which aim to design, implement and support the essential objectives of the organization regarding the use of its employees⁷.

According to Boxall (2007), human resource management is: "the management of work and people, in the sense of the desired limits"⁸. From another perspective, according to Grimshaw and Rubery⁹ (2007), human resource management addresses the way organizations manage their workforce. According to Wayne F. Cascio, whose work was cited by Aurel Manolescu¹⁰ (2001), human resource management requires the development and evaluation of programs in at least five areas:

- humanization of the post;
- performance rewards;
- flexible work programs;
- flexible reward plans;
- career planning.

The concept of human resource management is very complex and includes several activities. Depending on the specifics of each organization,

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each activity is developed at a certain level and is carried out in a certain way. The most important activities underlying this process are human resource planning, recruitment, selection, evaluation of professional performance, reward and career management.

The strategic management of human resources needs consists of forecasting human resources needs over several years and it is an important component of human resources management. If this activity is not emphasized, there are various imbalances at the level of organizations, such as the employment of too many people at the level of certain departments or the lack of different employees specialized in certain fields. This has an impact on the entire organization and there are imbalances both financially and organizationally.

Job analysis is an important step in the strategic management of human resources needs because it provides certain elements that underlie the establishment of human resources needs, having an impact in the process of determining salary scales and in the process of recruitment and selection of staff, in the development career, performance appraisal and job design. The analysis of a specific job can be done by several methods, namely *observation, interview or questionnaires*.

Observation is a direct method of analysis that can be used for jobs that contain repetitive work cycles and although it allows a deep understanding of job requirements, it has a major disadvantage, namely that the results of this analysis can be subjective.

The questionnaire is very useful when analyzing a very large number of posts and consists of a written survey containing a set of questions arranged in a logical order. The questionnaire must be completed by the incumbents in order to develop modern techniques in the field of human resources management and will not be used in the process of evaluating professional performance. The structure of a questionnaire differs depending on the specifics of the organization, the purpose for which the questionnaire is used – design or redesign of the post and depending on the degree of detail required.

The interview consists of a dialogue in which the interviewee must answer a set of a maximum of 20 questions that will give him the opportunity to freely express his opinions. It is recommended that

the questions be formulated clearly and concisely so that there is no room for vague interpretations or answers.

According to the results obtained in the job analysis process, managers may review job descriptions, so that they include, for each task assigned to the employee, the responsibility and related competence.

In the opinion of university professor Mihail Dumitrescu, PhD, the three vectors of success of an organization are management, technology and intelligent use of human resources and they are based on the contribution of staff¹¹. An organization's strategy must take these factors into account and regularly invest in the development of these three vectors, so as to increase organizational performance.

In the development of a human resources management system within a company, several factors are involved. First, top management needs to establish the results it wants to achieve over a longer period of time and try to come up with solutions to find the balance between productivity and satisfaction.

It has been found that productivity and satisfaction do not have to depend on each other. Moreover, we can say that they can be two different objectives of a human resources management system. On the one hand, the human resources department has the role to follow the needs of the general management and on the other hand to manage the needs of the employees. Several activities are involved in the management of these two processes. Among the most important activities there are the administrative activities (necessary staffing, preparation of job description documents, management of employee files), those related to the analysis and design of jobs, recruitment and selection, human resource development and career management.

The realization of these activities depends on several types of resources (internal, external, financial) and that is why certain processes become more and more complex and their development can be achieved in the long run.

The human resources activity is not very simple within an organization and involves many processes that must be carried out by several responsible factors. In order to have an efficient communication at the level of the human resources department, in



order to efficiently manage the human resources in an organization, it is necessary to have a human resources manager whose role is to coordinate the entire activity of the human resources team and efficiently manage human resources within the organization.

Human resources management also involves the activity of recruitment and selection of human resources. There are organizations that carry out this process through an internal recruitment and selection department, but which can sometimes also turn to specialized recruitment agencies.

Sometimes there is a need in the case of recruiting niche positions to use the services of recruitment agencies because they have a very well developed database and can have much more complex recruitment applications, given that they have a very large number of customers.

Over the years, recruitment and selection as an initial activity has become very important within organizations, taking into account the fact that it has developed itself a lot through digitalization. Many applications have been created that have come to support the recruitment activity, moving most of the specific recruitment activities to the online environment.

Moreover, it was found that in the recruitment and selection process, besides interviews, another method of collecting data might be used, using different instruments of psychological evaluation (personality tests, psychological tests) and job-specific tests. In order to perform job-specific quality tests, it is necessary to have very good communication between the human resources specialists responsible for the recruitment process and the managers of the departments that have open positions.

Also, intelligence, personality and situational tests are most frequently used. Most of the time, intelligence and personality tests are not customized according to the specifics of each job, so they can be applied for several jobs. Instead, it is necessary for the situational tests to be personalized at the level of each job because in this way, the candidate is placed in different situations specific to the job which he/she applied for and the behavioral reactions and the way the candidate makes certain decisions are analyzed. In the case of certain jobs, practical tests are very useful, giving the candidate the opportunity to point out their skills.

The recruitment and selection process can be *improved* by job analysis, because thus managers identify the knowledge, skills, abilities needed for a job more objectively and can structure tests based on job analysis results as well as state a more accurate job description.

Career training and development programs can be more easily designed by managers through job analysis, as career opportunities may be recognized earlier when you have a detailed list of job skills and accountability requirements.

The selection of human resources consists in choosing the most suitable candidates according to certain criteria established for each position. During this stage you can use the selection interview, psychological and aptitude tests, questionnaires.

In the evaluation centers, the selection activity is carried out with a larger number of participants and involves the organization of group debates, simulations of situations, practical applications which evaluate certain qualities that candidates should have for a position.

Job tests are another assessment technique used in the selection process, through which interviewers test candidates' skills. It is used both for the category of workers and for the specialized personnel, being able to test the visual acuity, the memory, the distributive attention, the speed of reaction, etc.

Modern recruitment methods

One of the modern methods of recruitment is *head-hunting* – "headhunting" is a method of recruitment that involves approaching candidates who at that time are not interested in a career change or may not have expressed a desire to change the job. Therefore, this technique involves identifying those candidates who have the necessary knowledge and skills to be able to participate in the selection process for a particular job. Using this method is a bit more difficult for the recruiter because it involves having specific skills, so that you can easily identify candidates and then use different tools to convince them to participate in the selection process, "to whet their appetite for the job".

At the same time, in the field of recruitment, the *linked-in* is frequently used, a social media channel, a recruitment platform used especially for filling senior positions, those of specialists. For

entry-level junior or beginner positions, the best results are obtained by using sites that promote jobs (BestJobs, ejobs), by participating in career fairs and by creating partnerships with universities in order to achieve internship programs.

Over time, it has been found that in the case of candidates whose personality corresponded to the position they held, their satisfaction was increased, they were satisfied that they performed a job that corresponded to their personality and their migration was minimal. Six personality types were identified – realistic, researcher, communicative, conventional, entrepreneurial and artist.

In order to achieve an efficient management, a matrix of professional competencies can be achieved at the level of each department, based on which it is possible to analyze how many people are specialized in certain fields and where it is necessary to hire competent people in other fields. This matrix is very useful in the sense that it generates an accurate vision of the employment at the level of a department and, based on it, the human resources manager can establish an action plan with the measures to be established at the level of each department.

The professional skills matrix is a very useful management tool that helps to make the most of internal human resources, in the sense that it provides a much clearer view of the professional skills of employees. It can also be used in the training process, both in establishing the exact needs in the field of training, and in order to use its own employees in the role of in-house trainers.

At the same time, the matrix of professional

skills can be used very well in the recruitment process because it can more easily identify the need for manpower, it can establish the criteria used in the recruitment process, but also the criteria used in the evaluation process of the professional performance.

Thus, the use of the matrix of professional skills can lead to a balance of work teams and can more easily correlate the skills of employees with organizational goals. There is the possibility of creating this matrix at the level of each department, but also at the project level, being much easier to create a working group.

Creating such a matrix of professional skills involves two main steps: establishing the professional skills that are required for a particular job or project and analyzing the professional skills of currently existing employees.

For example, certain levels specific to certain competencies that correspond to certain qualifications can be identified, as follows¹²:

Competence level 1 – Not qualified for this operation;

Competence level 2 – Could do it, has basic knowledge;

Competence level 3 – Executes correctly, but needs guidance, supervision;

Competence level 4 – Executes very well, has experience;

Competence level 5 – Performs very well, has experience and can teach others.

The interpretation of the data consists in identifying the number of people with high skills (≥ 4), (Table no. 1).

Table no. 1
QUALIFICATION OF PERSONS BY COMPETENCIES

	Competence				
	1	2	3	4	5
Operation	Number of people				
Document management in the classified documents compartment	9	3	2	2	0
Administration of domestic and international courses	6	6	1	1	2
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Table no. 1 shows how many people are qualified for each competency. For example, on the door mounting side we have 9 people who were assessed with competence 1, 3 people who were assessed with competence 2, 2 people who were assessed with competence 3, 2 people who were assessed with competence 4 and 0 persons who were assessed with competence 5.

This table can help us get a much clearer view of how we can form work teams. Depending on the results obtained by achieving this matrix of professional skills, internal trainings can be established, mixed teams can be established, mentors can be established to teach those who have less experience in certain fields, other specialized people can be hired in certain areas or professional retraining may be proposed for other types of employees. Over time, it has been found that in-house training is very effective both financially and organizationally.

At the level of recruitment, training and improvement of human resources, it is important to establish clear procedures at the organizational level, to emphasize decision-making transparency, so that employees feel safe and have no doubts about the violation of certain rights.

Conclusions

In order to ensure national security, the main objective of human resources management is to train human resources who may follow to realize the national security objectives.

Strategic planning defines the organizational directions, respectively the objectives to be achieved and has an important role within an organization. These objectives not only provide the basic data for determining the necessary financial resources, but they also cater for determining the necessary workforce. Important information needed to develop the employment plan comes from the strategic plan of the organization.

Strategic planning requires an adequate understanding of the organization's objectives, anticipated changes in mission, objectives and goals for the next period, and the ability to express them in the form of manpower. Consequently, human resource planning is of strategic importance because it transposes strategy into action by identifying human resource and training needs.

The concept of human resources management refers to a multitude of activities carried out by human resources departments, being a very complex process regardless of the level of the organization. In order to be able to carry out an organized activity, it is necessary to establish clear and concise procedures, so that the objectives set at the level of general management are very well known.

NOTES:

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- 8 Peter Boxall, *Strategy and Human Resources Management*, 2007, p. 78.
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