

NEW APPROACHES OF THE CONCEPTS OF HUMAN RESOURCES, HUMAN RESOURCE MANAGEMENT AND STRATEGIC HUMAN RESOURCE MANAGEMENT

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Abstract: *This paper presents the most representative approaches to concepts of human resources, human resource management and strategic human resource management in the last two decades, based on purely theoretical analysis of the concepts mentioned above.*

The purpose of this paper is to demonstrate through a critical analysis of concepts, that in this era of change and uncertainty, attention to human resources of an organization has changed radically. It can be seen by analyzing the definitions, evolving concepts of human resources, human resource management, strategic human resource management over time. Analyzing the authors approaches regarding the concept of "human resource" it is observed that is no longer assign the term "cost element", present authors define it as a strategic component of organizations.

In turn, human resources management has evolved considerably.

The period during which the department deals with purely administrative activities, preparing various documents, payroll is no longer valid. Note, by analyzing the literature, a strategic approach to human resource management, focusing on strategic human resource planning, selective recruitment and selection, training, motivation of employees, involving them in decision making, teamwork, reward performance based, creating a working environment, with particular emphasis on organizational climate.

Organizations have realized the role of human resources, human resources management in the survival and development.

Through this article we want to conclude that at the moment it is absolutely necessary strategic approach to human resource management to allow straightening organization to obtain a competitive advantage over other competitors in the field.

Competitive advantage has a critical role in the survival of organizations and is managed by Human Resources Management. This may be reflected in better financial performance (higher sales, increased profit), but also by non-financial performance (organizational reputation with customers and potential employees).

M. Porter highlights the important role of human resources within an organization, considering that in any business there are potential sources for obtaining competitive advantage. It comes from the ability of firms to master better than its rivals competitive forces. Any subdivision organizational structure and any employee of the organization, no matter how far away lies the strategy development process, contributing to gaining and maintaining competitive advantage.

Keyword: *human resources, human resource management, strategic human resource management, competitive advantage*

JEL classification: *J24, M10, M12*

Introduction

Nowadays there are many more risks and uncertainties than at any other time in the past, as a result of disruptive innovations and unexpected shocks coming. This is the new normal, an era of constant turmoil and chaos increased. (Kotler & Caslione, 2009)

This new normal led strategic behavior among new managers to minimize vulnerabilities and help them exploit the opportunities in the new normal.

Organizations often arrive at certain strategic points of inflection, when the old strategy does not give the desired results and should be quickly replaced with a new one.

In terms of data security can guarantee the success of any business that extensively cultivated or not, can be the most powerful obstacle to success. (Roger Martin, 2010) Period in which managers and other decision makers in organizations were focused and gave a critical role only tangible assets, quantifiable, and financial resources, has long faded.

In this "new era" was aware of the importance of human resources within an organization, human resource management role evolved considerably in recent years. Now, managers talk about the importance of "human" in the success of the organization, often using the term "human capital".

I noticed, looking at the literature, that this change in business mentality has occurred since the 1990s, significantly increasing the role of human resources with the advent of the "new economy" (Porter, 1998).

"New economy" has culminated in the development of important innovations, the most significant being computers and the Internet. Is the period in which they arise and develop emerging industry sectors like IT information technology, telecommunications, financial institutions.

There is a similarity between the two periods, the "new economy" and the present, in terms of innovation. At present, the most reliable source to obtain competitive advantage by organizations is innovation.

A awareness the importance of human resources in the organization, which proved to be vital, and currently occurred.

Now, investment in human resources is seen as a strategic approach to be constantly optimized and not as an element of costs to be minimized and kept as low a level.

Practice has proved what sets professionals in their work, namely that the success of an organization lies in its people. Organization's objectives can be met only if it has the necessary human resources and competencies, as required in this respect a rigorous strategic planning of human resources requirements. This process can be considered but a challenge for HR managers under this era of change, because "what was the future a year ago is now gone." (Roger Martin)

It is not difficult to formulate objectives for an organization; much more difficult it is to establish and to personally ensure that these objectives are realistic. (Mathis, R., Nica, P., Rusu, C., 1997)

In the same vein, J. Naisbitt and P. Aberdene (1985) states: "... human capital has replaced dollar capital as a strategic resource".

2. Human Resource Management

Currently there are different concepts and approaches of modern human resource management in organizations.

In this paper I want to present some recent approaches of the concept, which I discovered by reading various books in the field. I want to conclude with a critical analysis, referring me to the similarities and differences between them.

Boselie (2010) addressed human resource management by focusing on sharing relationship that exists between employees and the organization. Thus, in his view, work report includes four types of contracts:

- Contract law - usually encompasses stipulated in a contract establishes the rights and obligations that arise between employees and the organization (eg, number of holidays, terms and conditions relating to confidentiality)
- Economic and trade agreement (employer and employee determine employee work effort, reflected in the number of working days and how much the employer pays for the submission of this work, within salary)
- Psychological contract (contains all those elements that are not directly stated but are expected by the two actors - the employee and the organization. Example, employees are willing to invest additional time in a project because it can promote them in next.)
- Sociological contract (relations and networks that employees have with the organization - eg teamwork)

In another approach, consider that "Human resources management operates in an environment where there is a continuous tension between value added and moral values." (Paauwe, 2004).

Paauwe defined as value added economic dimension of work organization, the role that HR plays in creating economic value and increase financial performance in an organization.

Moral values reflect the notion of employees in terms of human beings with feelings, emotions, opinions, norms and values.

A study of Paauwe and Boselie in 2004 concluded that:

- Human resources are more than just "resources";
- Human resource management is focused not only on getting financial performance;
- Human resource management is focused on transfer relationship between employees and the organization;
- Employee relations gained importance in an era of continuous tension between adding value and moral values.

In his acceptance Boxall and Purcell (2003):

- Human resource management refers to all labor groups, including employees basic peripheral employees and contingent workers;
- Human resources management involves line managers and specialist staff is not only;
- Human resource management managing work and people, both collectively and individually;
- Human resource management is incorporated both in industry and society.

Legge (1995) distinguish between human resource management focused on achieving material results (HR hard) and one who is interested in the creation of conditions necessary to obtain these results (HR software).

So, Legge's opinion there:

- Human Resources Management "hard" - focused on economic outcomes (dominant in organizations)
- Human resources management "soft" - focused on the human side of work organization human resources

Several authors in the literature have made reference to human resource management featuring two models:

- The Anglo-Saxon or Anglo-American - focused on creating shareholder value, in terms of profit and market value, with little attention, if any, to other stakeholders
- The Rhineland - is focused on the interests of all stakeholders (not just shareholder) is given importance and interest of employees

Analyzing approaches to human resources management concept presented above, it is easily seen that all authors wanted to reveal the crucial role that human resources department within an organization it is. The purpose of this department is not only to achieve by harnessing the potential of human resources, material and financial results as large, but to create an environment for their fulfillment.

Therefore, human resource management is to shape people and their activities so as to achieve maximum performance. Purpose of human resource management activities is to make employees want their organization as well as organization make employees want, so the organization to achieve its goals.

As mentioned Novac E. (2008), "Human resource management is one that provides a systematic check on a set of interrelated processes affecting and involving all members of an organization, processes that include human resource planning, recruitment, selection and evaluation employee training and human resources development, motivating and rewarding employees. "

3. Strategic Human Resource Management

Strategic Human Resource Management has developed rapidly in recent years, especially because of the impact that human resources have had on the competitiveness of organizations. (Lefter, Marincas, Puia, 2007)

So there was an awareness that, at present, an organization cannot survive or develop without obtaining a competitive advantage over other competitors.

Manageability instrumental in obtaining the competitive advantage it has human resource management.

The fundamental objective of strategic human resource management is to generate strategic capability to ensure that the organization has highly qualified, highly motivated employees to achieve competitive advantage. (Popescu, Marincas, Puia, 2007)

According to Lefter, Marincas, Puia (2007), Strategic Human Resource Management must take into account several aspects:

- Predictions about the economic progress of the industry in which the company operates and customers
- Position competitors (technology they use, sale price, market share)
- Policy selling short, medium and long
- The uncertain evolution of sales
- Investment Policy and technologies to be implemented in future
- Production policy that will take the company into the future
- Consequences of certain factors that contribute to the emergence of new qualifications and changes in work organization management or planning

Strategic human resource management involves a collection of practices, programs and policies that facilitate the strategic objectives of the organization (Mello, J., A., 2006). It proved, however, that there is the best way to lead people, human

resources practices vary from one organization to another. In any organization, however, the essential condition for success is that human resource management system to support and sustain a clear mission and strategy.

Is focused on aligning human resources management at general business strategy, creating high-performance work systems and adding value through better management of people so that they sustain competitive advantage. (Delery & Doty, 1996)

In conclusion, strategic approach to human resources management is very much focused in the moment, manageability human effort to obtain competitive advantage.

4. Conclusions

Under current conditions, the authors of the literature finds it necessary heady a strategic approach to human resource management, which means abandoning old thinking and practices and focus more on strategic than operational side of the organization.

In the authors opinion, the focus should be on transforming human resources function a priority for the organization. It is very important to integrate all human resources policies and programs in the organization's overall strategy.

Therefore, businesses need a strategic approach to human resource management, human resource strategy must be integrated into the overall strategy of the organization.

This requires a certain degree, that those in charge of the organization to learn more about HR issues and activities and human resources managers to acquire some knowledge about economic transactions, business contracts, the company's products, market outlets, financial situation of the organization.

In strategic human resource management, human resources department plays a key role and has a strong influence in strategic decisions at the organizational level.

In our opinion, human resource management at the micro level (HR policies and practices) is necessary but not sufficient for organizations to gain a competitive advantage, especially sustainable. To face competition from others, organizations should move to a strategic approach to human resource management.

Success or failure of an organization probably not entirely due to his practice of strategic human resource management, but these practices are likely to be critical.

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