

Tendencies of the Human Resources Management, Evolution and Development

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Abstract

The specialized literature emphasizes the key role of human resources, approached in close connection to the other resources of the organization. The main purpose of this paper is to analyze the human resources management concept, there are a multitude of concepts, ideas and interpretations on the issue of human resources, many theorists trying to delimit over time the concept of human resource management. The research methods used are: review of human resources literature, analysis of the most important works in the field of human resources and human resources training by default. The main results of the analysis aim at enriching the literature in the field of human resources management by proposing two models on the particularities and benefits of human resources training, activities that have an impact on the overall success of the organization. The originality of this paper consists in enriching the specialized literature in the field of human resources management through the two proposed models: Model 1 Adapting the particularities of human resources training to the specifics of the organization; Model 2 The benefits of human resources training for the organization, models that identify new connections between training and obtaining organizational performance by training employees to perform tasks effectively. The two models presented allow the formulation of new interpretations on the particularities and implications, benefits of training and improvement of human resources. The novelty of the models proposed following the study identified new connections between training planning, the need for training, the benefits of the training activity and the overall success of the organization. Practical implications of the main results of the research, outlined by 2 models, consist in improving the human resources training planning activity according to the available training offer, the needs of the organization and the desire to improve its own employees.

Keywords: human resources, training, management, human resources management, career, personnel policy.

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Introduction

Human resources are interconnected with the other resources of the organization, so only a balance between the resources of the organization can contribute to achieving the goals set in the short, medium or long term (Manole, 2013).

The element of human resources is defined in the literature as representing the totality of activities aimed at the human resources of the organization as well as the achievement of optimal results for both employees and the organization as a whole (Storey, 1995).

The concept of personnel management is approached separately from the concept of human resources management, according to Capon (2000), he emphasizing the fact that human resources management focuses mainly on the role of staff in obtaining results, the “strategic contribution” of human resources to the achievement of organizational objectives (Currie, 2009).

The specialized literature expresses the concept of human resources management in a complex way, but at the same time being relatively recently brought into discussion. Human resources management is an integral part of the company's management, contributing to a good management of the company's personnel policy (Armstrong, 1996).

The development of human resources management allows to increase the employees performances in close connection with the overall performance of the organization (Sitnikov and Bocean, 2012; Barbu, et al., 2019).

Review of the scientific literature

David Goss (1966) defines human resource management as representing: "a diverse body of theories and practices, very flexibly unified by a concern for closer integration of personnel management with the basic managerial activity of the organization" (Currie, 2009).

Armstrong M.,(1996) defines human resource management as “a strategic and coherent approach to managing the most valuable assets the organization has: people who work there and who, individually and collectively, contribute to the achievement of the organization's purpose” (Currie, 2009).

Krulis-Randa (1990), highlights several features of human resource management. Human resources management focuses on the development of human resources by developing their skills for the needs of the evolution of the organization, "employees are seen as people with potential for both growth and development."Thus, it is absolutely necessary to invest in the training of quality human resources. Human resources management emphasizes the goal of employees at different hierarchical levels, namely the success of the organization . On horizontal authority and on the reduction of the hierarchy human resources management makes it possible for the activity carried out, starting from the premise that all employees are dedicated to fulfilling the overall objectives of the organization. Human resources planning is done according to the objectives and overall strategy of the organization, "human resources issues are treated strategically, in an integrated manner. „Human resources management achieves” a concentration of decisions in the field of human resources to be made according to the specifics of the situation by functional managers with the support of specialists in the field of human resources (Currie, 2009).

Storey (1995) emphasizes the distinctive feature of human resource management to gain an advantage over other competitors by managing human resources effectively, using different motivational techniques to stimulate employees' sense of belonging to the organization, and by creating the conditions for the appropriate training and improvement of employees (Currie, 2009).

From the point of view of Donald Currie's style, he highlights two different approaches: the humanistic way and the technical way of approaching human resources. The technical approach puts the objectives of the organization in the center of its concerns, the achievement of quantitative indicators, without having concerns related to the achievement of the individual objectives of its own employees. The humanistic approach to human resource management gives special importance to employees in terms of meeting objectives and gaining a competitive advantage by using the theoretical and practical knowledge of employees, the human potential of human resources requiring constant attention for training and development (Currie, 2009).

Professor Aurel Manolescu exemplifies the detachment of human resources management from general management “Human resources management has differentiated and become autonomous, restricting its problems or object of study, and, consequently, has specialized currently having a well-defined place in general management” (Manolescu, 2001).

Definitions of human resources management are made by Donald Currie: according to David Goss, human resources management is a diversified and unified body in a flexible way with the concern to

integrate as closely as possible the personnel management with the basic managerial activity of the organization by using practices, theories and models. Armstrong defines human resource management as a strategic and well-targeted approach to the management of an organization's main assets: employees who work both individually and in teams and contribute through their work to achieving the goals set by the organization. According to Storey, human resources management establishes a distinct approach to labor relations management that seeks to gain competitive advantage by using the strategy of highly qualified workforce while appealing to the diversity of cultural, structural and personnel techniques (Currie, 2009).

Research methodology

The research methods used in this paper is the review of human resources management literature. The critical analysis of the literature in the field of human resources management led to conception of 2 models regarding the development of human resources: Model 1 Adapting the particularities of human resources training to the specifics of the organization; Model 2 The benefits of human resources training for the organization.

Krulis-Randa brings to our attention the differentiation between human resources management and other management models based on control and compliance as there is a focus on horizontal authority and at the same time the hierarchy will be reduced being a stop of the rigid distinction between employees in the managerial field and employees who do not have management responsibilities. Where possible, the responsibility for personnel management will be transferred to the level of functional managers and the role of personnel specialists will be to advise, guide the functional managers and not to control them in this regard. The way of human resources planning will be done in a proactive way and integrated with the planning of the organization, from the point of view of this aspect, the entire activity of human resources and the problems encountered along the way will be treated strategically as an integrated situation. Will address the idea that the organization's employees are people with growth and development potential and human resources management has the role of identifying employees' needs in career development and at the same time to come up with employee development programs taking into account the evolution requirements of organization. One of the most interesting approaches in terms of human resource management is the concept that both management and executive staff have a common influence and interest in the development of the organization, so implicitly the purpose of resource management human will be to let all employees know that they need to be aware of the influence they have on the development of the organization and achieve the proposed goals. The importance of rewarding employees in an additional way, when the objectives set by the organization are achieved, must not be forgotten. (Currie, 2009).

Among the peculiarities of human resources compared to other types of resources owned by organizations we must mention the investment in human resources is necessary and at the same time beneficial for the organization ,through the substantial contribution to the achievement of a successful activity. Management decisions regarding human resources must be well documented and be adapted to the concrete conditions within the organization. Decisions in the field of human resources must respect the legislation in the field of activity in particular and the legislation of labor in general, as well as create the necessary climate for carrying out the activity respecting the norms of ethics, creating and respecting a value system to ensure transparency and fairness. managerial and operational level. Human resources are made up of employees with different needs, who must be motivated differently, by adapting the motivational system to their needs and aspirations. The emphasis is on meeting on the one hand the organizational objectives and on the other hand the individual ones by creating an adequate motivational system adapted to the distinct needs of the employees. The implementation of the human resources management system must be done by managers with a high value system, which promotes compliance with the code of ethics of the organization, internal operating regulations and applicable legislation in the field. In order to achieve proper management, human resources managers must have real communication with their own employees and promote through equal decisions equal opportunities for all employees. Decisions in the field of human resources are differentiated from one organization to another and highlight social and economic considerations by creating a motivational climate based on the individual needs of the employee in the context of achieving the overall objectives of the

organization (Varzaru and Varzaru, 2013; Varzaru and Varzaru, 2015). Human resources are considered the value-creating resource of the company, which is why it is considered necessary to train and continuously train employees for a quality workforce that contributes to its overall success. Investments in human resources are thus considered absolutely necessary for the success of the organization (Manole, 2013).

The specialized literature knows several definitions of the concept of human resources management, among which we mention: organizational function that contributes to the achievement of individual objectives of employees and general objectives of the organization; ensuring the quality human resources necessary for the development of the company's activity as well as the management of their recruitment, selection, planning, motivation and rewarding activities in conditions of efficiency; the set of managerial decisions that refer to the human resource of the organization, a resource considered a vital one of the organization, ensuring their human dignity; the totality of the decisions taken at managerial level that regulates the manager-subordinate relationship; the concrete ways of creating an organizational framework for the development in optimal conditions of the human resources activity of the organization; achieving the conditions for recruitment, selection, planning, motivation and facilitating the participation of human resources in training courses to achieve efficiency at individual and organizational level (Manole, 2013).

Results and discussion

The human resources of the organization can be delimited as vital resources of the organization, which have the ability to self-regulate and self-develop in accordance with the policy and managerial strategies in the field of human resources that must facilitate access to training and development programs. (Feodor, Kolesnokova, and Salyakhov, 2014).

The main results of the analysis aim at enriching the literature in the field of human resources management by proposing two models on the particularities and benefits of human resources training: Model 1 Adapting the particularities of human resources training to the specifics of the organization; Model 2 The benefits of human resources training for the organization. The research results are outlined in the 2 proposed models, models that reflect the importance of the training activity, the way in which the training activity directly influences the quality of human resources and indirectly the overall quality of the organization's activity.

According to **Model 1- Adapting the particularities of human resources training to the specifics of the organization**, managers must take into account the need of the organization in the field of human resources training, the desire for training among employees in order to establish a high level of organizational performance. Also, according to this model, the possibility of carrying out a quality training activity, by properly selecting a customized training offer from among the existing training offers on market, can be obtained an effective training activity for both the organization and employees (Figure no. 1).

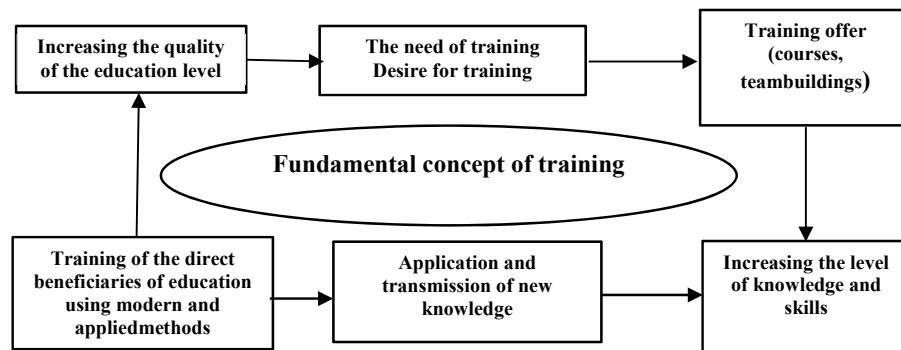


Figure no.1. The fundamental concept of training

Source: Developed by authors

According to M. Armstrong, the evolutionary stages of human resource management are:

- “the empirical stage;
- the stage of well-being or prosperity;
- personnel administration;
- personnel management - development phase;
- personnel management - mature phase;
- human resources management - first phase;
- human resources management - the second phase”(Armstrong, 1996).

Thus, according to M. Armstrong, the 7 stages of evolution from the initial “empirical” phase to the seventh stage, “the second phase of human resource management”, corresponding to the current stage, know a series of developments and attributes. The empirical stage is related to the organization of activities related to work by small business owners, without concrete links with the activity planning activity and without establishing objectives of this activity, the issues being managed during the occurrence of concrete problematic situations, in real time. At this stage it is considered that the success of an activity is closely related to the skills of the organizer of the activity and his ability to make timely decisions in real time. The second stage, called by M. Armstrong as the “stage of well-being or prosperity” is specific to the period of development of capitalism and emphasizes the creation of facilities for employees and the improvement of working conditions rather precarious up to this stage, is for the first time these jobs are created for people, to identify ways to improve the situation of employees, by providing additional services that do not exist so far, facilities related to protecting health, arranging canteens, providing assistance, etc. The third stage of evolution of human resources management called by Mr. Armstrong “personnel management” is the stage in which the staff function is outlined as a result of the development of organizations and legislation in the field of labor protection, employee rights closely related to the trade union movement, mediate the employer-employee relationship. Resolving conflicts arising from employee dissatisfaction with pay, working conditions have led to the emergence of compartments within the organizations that manage these situations, called staff compartments. Although staff departments were not very important in the organizational structure of organizations, they were a step forward in resolving labor disputes and an important step in the development of human resource management: “as many experts in the field, such as George T. Milkovich and Jhon W. Boudreau, the development of labor legislation in the late 1930s and the lack of labor during World War II created new requirements for the development of personnel management. “Personnel management-development phase” is framed as a stage located around the Second World War when a series of factors specific to the reconstruction and expansion of organizations after the Second World War created the conditions for the development of the human resources function”. The main feature of the personnel function is given by the development of an activity aimed at providing labor for organizations during a labor shortage following the Second World War, paying some attention to training activities for certain categories of workers-employees and the improvement of working conditions under the pressure of the increasingly influential trade union movement. The main disadvantage of this form of staff is the lack of a correlation of the activities carried out and the development strategy of the organization in the medium and long term, “which led the renowned North American specialist Peter Drucker to say that, until 1960, personnel management reflects, in particular, its orientation towards “blue collars” (keeping records, filing documents, administering trade union agreements or demands, organizing various anniversaries, etc.)”. “Personnel management - mature phase” is assimilated to the period immediately following the previous one, more precisely 1960-1970 and comes with new elements as a result of a more detailed approach to personnel issues by correlating employees' personal objectives with the organization's strategic objectives. The development of this period is due to a new approach to conflict situations between employees and employers in the context of the existence of specialists in the field of human resources able to manage these situations and a broader legislation governing labor relations. The existing staff function at the level of the organization and appeared in the previous stage, thus knows a remarkable development and evolution both in ensuring the workforce in terms of quantity and quality and in contributing to the achievement of the

overall objectives of the organization. “Human resources management - the first phase” is located around the 1980s, once “the concept of human resources management appears” and has the position of the personnel function within the organizational structure of the enterprises, this being on the same hierarchical level as the other functions of the enterprise, for example production function, commercial function, etc. During this period there is an integration of staff objectives within the other objectives of the organization and a concern for career planning and development (staff management); staff motivation, the provision of financial and non-financial rewards according to the results obtained in carrying out the activity as well as an attention paid to health and safety at work, all this to the detriment of the pressure exerted by the trade union movement previous stage. The novelties of this period are therefore related to the concern for the existence of a clear record at the level of the organization regarding the staff it has, the necessary staff for the next period, keeping track of the costs involved with the staff at the organization level and rewarding employees, the results of individual work; the foundations are laid for motivating employees through financial and non-financial methods. “Human resources management - the second phase” has its origins in the early 1990s and it is characterized by a series of specific attributes that appeared as a result of the evolution of the human resources function, as a function that contributes to the overall evolution and development of the organization, a complex approach to human resources, an approach based on work results, on creating their own organizational culture, a well-being for employees considered at this stage “investment capital for the further development of the organization.” This stage emphasizes the contribution of human resources as a strategic resource to the overall development of the organization, focusing on the best possible training of employees, the achievement of adequate motivation, the implementation of a computerized system of employee records and the need for human resources, creating an adequate work climate and reducing employee-employer conflicts, as well as the existence of “forms of social evaluation, such as: social indicators, social balance, social audit, etc.”(Manolescu, 2001).

According to Model 2- The benefits of human resources training for the organization, the direct benefits of human resources training are represented by the existence of well-trained employees from a theoretical and practical point of view, very well-trained employees in the field of activity in which they perform their work tasks. The indirect benefits of training aim at achieving the overall success of the organization, as a result of carrying out a quality, high-performance activity, adapted to the permanent changes on the market. The central element of carrying out a successful activity is the proper training of its own employees.

We must consider a good planning and organization of management activities to increase efficiency, as well as the particularities of each organization in the context of a constantly changing environment. (Figure no.2)

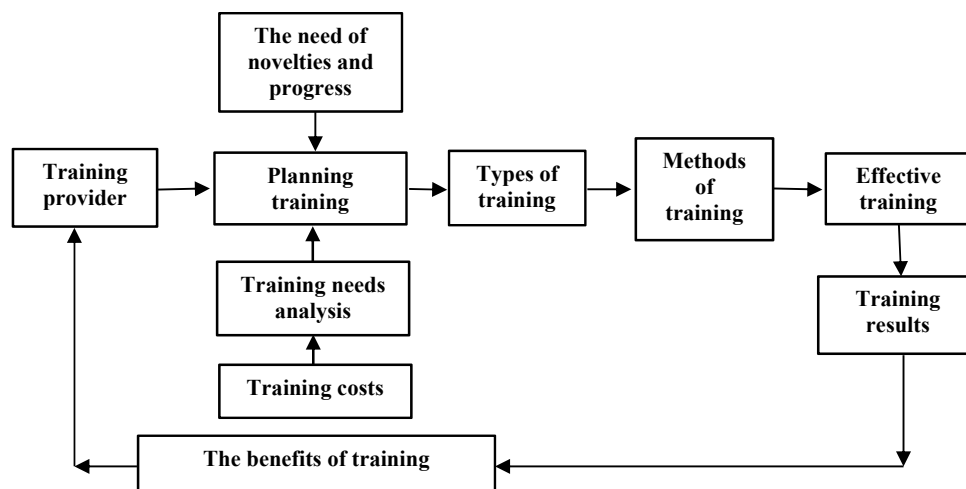


Figure no.2. The impact of human resources management
 Source: Developed by authors

The planning of training and development of human resources involves the analysis of all the factors involved in this process and facilitates the career planning activity and establishing the typology of the necessary training activities.

Research in the field of human resource management focuses on activities such as recruitment, selection, career guidance, training, career management and has developed considerably in recent period of time (Tziner and Birati, 2015).

Conclusions

In conclusion, we can say that the above approaches are similar, mainly focusing on the importance of employees in organizations. By applying the 2 proposed models, Model 1 Adapting the particularities of human resources training to the specifics of the organization; Model 2 The benefits of human resources training for the organization, organizations can improve their overall results in a way by planning the training and improvement activity, by selecting training programs adapted to the needs of the organization and the possibility of career planning of their employees. The idea of implementing employee management closer to the basic activity of the organization is presented. At the same time, it must be taken into consideration that employees contribute to the achievement of the company's objectives. For this reason, an important role will be played both in the selection of employees, their development through training programs and their reward through various criteria. The evolution of human resources management was marked by a series of factors including technological evolution, economic development, social characteristics of the population, achieving the gradual transition from personnel management to human resources management. The essential elements for carrying out the training activity are: identifying the training needs, setting the objectives in close connection with the performances and identifying the resources necessary for the development of the training.

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