

THE QUALITY OF HUMAN RESOURCES IN EUROPEAN ORGANIZATIONS

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ABSTRACT

SUCCESS OF ANY ORGANIZATION DEPENDS ON ITS VALUABLE HUMAN RESOURCE. ACHIEVING QUALITY SERVICE THROUGH VALUABLE HUMAN RESOURCE STRONGLY DEPENDS UPON THE ORGANIZATIONAL CULTURE AND WORKING ENVIRONMENT. MODERN SOCIETY IS A NETWORK OF ORGANIZATIONS THAT APPEAR, DEVELOP OR DISAPPEAR. AMONG THE INPUTS ON WHICH ANY COMPANY IS BASED, THE HUMAN RESOURCES HAVE AN ESSENTIAL POSITION. WITHOUT THEM, NO COMPANY OR ORGANIZATION CAN EXIST. HUMAN RESOURCES ARE VIEWED BOTH AS THE MAIN GENERATOR OF EVOLUTION AND CHANGE, AS WELL AS AS A RECEIVER AND DEVELOPER OF THE EFFECTS OF CHANGE.

PEOPLE ARE THE VITAL RESOURCE OF ALL ORGANIZATIONS, REGARDLESS OF THE FIELD IN WHICH THEY OPERATE, THE RESOURCE THAT ENSURES THEIR SURVIVAL, DEVELOPMENT AND COMPETITIVE SUCCESS. WITHOUT THE ACTUAL PRESENCE OF PEOPLE WHO KNOW WHAT, WHEN AND HOW TO DO IT, IT IS SIMPLY IMPOSSIBLE FOR ORGANIZATIONS TO REACH GOALS. ORGANIZATIONS EXIST BECAUSE PEOPLE HAVE PHYSICAL AND INTELLECTUAL CAPACITIES, INNATE OR ACQUIRED, HUMAN RESOURCES BEING THE FIRST STRATEGIC RESOURCES OF THE ORGANIZATION.

***KEY WORDS:** HUMAN RESOURCES, HUMAN RESOURCES QUALITY, ORGANIZATIONAL BEHAVIOR, PERSONNEL FUNCTION, PROFESSIONAL PATH AND CAREER*

Introduction

Human resources, technical resources, information resources, financial resources are the categories of resources used in any organization, which are complementary, interrelated and jointly used, making it possible to carry out activities according to the organization's profile and achievement of the objectives. These resource categories form a system within which each the resource, presenting some functional dimensions and parameters, combines with the others, all together providing the mandatory inputs for operation and ensuring company performance.

In recent years, it has been found that managers interest in human resources has greatly outweighed the attention paid to other categories of resources, human resources become increasingly important in the context of intense economic, political, social, educational, technical and cultural developments. Human resources are rare valuable, difficult to imitate, and relatively irreplaceable. People have the potential to create material and spiritual assets capable of meeting

new requirements or better responding to old requirements. People design and produce goods and services, control the quality, allocate resources, make decisions, and set or develop goals and strategies. The success, performance and competitiveness of any organization depend, to a large extent, on the content and quality of human resources, as, as many specialists in the field emphasize, the competitive advantage of an organization resides in its people.

2. Organizations and organizational behavior

Garry Johns defines organizations as "social inventions" designed to achieve common goals through group effort, the coordinated presence of people and not necessarily physical capital is the essential feature that strengthens the idea of "social invention." This vision is explained, in practice and in real terms, by the existence of organizations with little physical capital (eg service organizations), but who ensure their activity through people, people who represent both chances and challenges.

The quality of human resources is a defining variable for organizational behavior, viewed from the point of view of action to understand people and to lead them to work efficiently and effectively.

The survival and adaptation to change of organizations, irrespective of the form of ownership of the social capital or the legal form of organization, gives rise to certain qualities and behaviors specific to the human resource, namely:¹

- motivation - to join and stay in the organization;
- successful fulfillment of tasks, showing confidence in the productivity, quality and performance of tasks;
- flexibility and inventiveness.

Given the dynamism of endogenous and exogenous variables that can influence the activity and success of an organization, inventiveness and flexibility are essential attributes that a human resource in an organization needs to acquire and develop, which is undoubtedly the levers that provide adaptation to change and progress.

An essential element that supports the goals of an organization is the interaction of people and their leadership, the group effort being a defining component of the success of an organization.

Organizational behavior refers to attitudes and actions of human resources in organizations, referring to people and to human nature. Lately, in literature, studies have been published linking human personality to organizational behavior. Gary Johns identifies five personality dimensions, namely: extraversion, emotional stability, degree of agreement, conscientiousness, and openness to new ones that have major implications for human resource quality and performance

The importance of studying organizational behavior stems from the fact that controlling human resources is essential to determine why people are no longer motivated, satisfied or flexible at work. Also, organizational behavior and its analysis is the first step in identifying the cause of distortions within the group and issues related to the quality of the human resource in an organization. In other words, to the extent that organizational behavior and the quality of human resources can be predicted or explained, they can also be controlled or managed through actions specific to management of organizational behavior.

¹ Currie Donald, *Introducere în managementul resurselor umane*, Ed. Codecs, București, 2009, pag. 72

The classical vision of management supported a high degree of specialization of employees and a high degree of leadership at the top of the organization. A critique of classical management refers to the movement of human relations, which draws attention to its dysfunctional aspects. Thus, the new managerial approach, based on the movement of the population, supports people-oriented leadership styles, styles capable of better meeting the social and psychological needs of employees. The issues criticized by the new managerial approach refer first of all to the fact that the human development and growth needs are incompatible with the specialization at work. Secondly, excessive decision-making at management level, as well as dependence on formal authority, leads to the impossibility of identifying the innovative and creative ideas of members of the organization at lower levels within the organization. Thirdly, the imposition of strict rules and specific rules leads them to be accepted by the human resource as maximum indicators that should not be exceeded, accepting only the achievement of the performances and specifications imposed by them, even if the human resource is characterized by - a high potential and ability.

3. Procedural organization of personnel function

Identifying workforce needs, recruiting and training staff, managing it, and other particularly complex activities are the main components of staffing activities.

Personnel is the whole of the processes within the organization that provide the necessary human resources, as well as their use, development and motivation, having as objectives:¹

- ensuring the human premises necessary to achieve the established objectives, strategies and policies of the firm;
- building an organizational vision that takes into account the expectations and needs of the organization's staff as one of the determining factors for the company's success;
- providing solutions to solve important organizational problems, activities specific to the human resources field;
- developing a strong, performance-oriented organizational culture
- supporting the achievement of the competitive advantage by developing and capitalizing on the high potential of the employees.

Like any organization function, human resource activities must contribute to achieving its goals, which in most cases means that human resources activities must be directed to at least the following objectives:²

- ensuring profit: the main objective of an organization is to obtain profit, and human resource activities must contribute to achieving this goal;
- organizational efficiency: an efficient organization must have competent staff, highly motivated and able to adapt to a changing environment;
- social responsibility: organizations must participate in increasing the quality of social life in the local community, solving problems in this area;
- the quality of the climate at work.

In order for the staffing function to be able to fulfill its decisive role for the functionality and achievement of the expected performance, it is imperative that there be an appropriate organization of the process, both procedurally and structurally, which are discussed below.

¹ Ovidiu Nicolescu (coordonator), Sistemul organizatoric al firmei, Ed. Economică, București, 2003, pag. 286

² Stanciu R., Elemente de managementul resurselor umane, Ed. Politehnica Press, București, 2003, pag. 82

The process organization includes all the work processes necessary for the specific objectives of this function and which are grouped in the following activities:¹

- forecasting staff needs;
- recruitment and selection of staff;
- staffing;
- career management;
- staff evaluation;
- training and improvement of staff;
- motivation of staff;
- promotion of staff;
- communication;
- the development of an organizational culture;
- labor protection.

These activities are strongly interdependent, being necessary to be conceived and exercised in a unitary vision, centered on functional and organizational and individual, economic and social performance, current and prospective.

3. Quality of human resources and implementation of the quality system

Human resources play the role of change agent, which is why it must master the mechanisms and methods of organizational change that it adapts to the specifics of implementing a quality management system. In this respect, the Director-General must become the engine of change, and the establishment of the quality system can not be delegated.

Human resources management must assume the responsibility of constantly focusing on the quality and performance of these specialists and managers, who must master the methods, techniques and tools that favor the change and implementation of the quality assurance system.

Human resource management therefore has an important role to play in implementing a quality management system through education and training of all staff, which should be focused on quality awareness and expertise. The implementation of a quality management system can be achieved through the education and communication activities that are taking place from the change and continuation proposal and after its implementation.

In the process of implementing a quality assurance system, the following key actions should be taken:²

- incorporating the values declared through TQM into vocational training programs;
- recruiting and selecting employees to ensure the quality of human resources employed;
- informing and motivating all employees and explaining the quality procedures;
- establishing and defining tasks for the implementation of the ISO 9000 system and assigning responsibilities for these tasks to the appropriate compartments;
- Employing employees in the implementation process.

Empowering employees on quality issues and supporting the implementation of a quality assurance system is an important responsibility of the organization's leadership.

Human resources management includes motivating and strengthening, disciplining and punishing, mastering conflicts, hiring personnel, and qualifying and developing subordinates.

¹ Ovidiu Nicolescu (coordonator), Sistemul organizatoric al firmei, Ed. Economică, București, 2003, pag. 286

² Petru R., Potențialul uman al firmei. Asigurare și utilizare, Ed. Polirom, Iași, 2004, pag.59

The intense competition for customers has led to a strong emphasis on the quality issue. And here is not just the issue of the quality of goods and services that meet the needs of consumers, but we also discuss the quality of the organization's resources to stay competitive. In other words, we can appreciate that the involvement, commitment and characteristics that define the human resource in an organization directly influence the quality imposed internally.

4. Ensuring the quality of the human resource - professional path and career

Career management is equally important for both the individual and the organization they are part of. It can help an individual progress in professional life by considering his professional future as a heritage, occupying a place of importance enough in his existence to become one of his priorities. Career management is equally useful to the organization, through efforts and results in developing qualified staff. It reduces the human resources turnover and promotes individual and organizational development.

Human resources are the only resource in the organization that may have the ability to increase its value with time, unlike all other resources of the organization that are worn over time if not physically, then morally.

Career management aims to bring together the individual aspirations of an organization's employees and its competence requirements as closely as possible. Career management or human potential development aim to achieve the best possible balance between the staff requirements of structures, the expectations of work, on the one hand, and the potential capacities and aspirations of the staff, on the other.

Achieving a development program is a real investment for the enterprise, which demands an immediate effort and whose future results will translate in terms of productivity, cost reduction, staff stability, improvement of the human flexibility of the organization, improvement of the social climate.

A global human resource development plan aims to know, then plan to act. It has two phases:

- one to achieve a program of appreciation of collaborators and
- the second one, to develop a career development plan for the managerial and executive staffs.

Any career development program starts with the appreciation of employees, which, through its realization, is part of a perspective to improve working relationships, fostering dialogue between hierarchical leaders and their collaborators.

Appreciation is a value judgment made by a hierarchical superior or by work colleagues on the behavior of an individual in the exercise of his or her function.

It can be expressed in various forms of which the most common are:

- marking in an evaluation system designed for this purpose;
- inventory of strengths and weaknesses in relation to the requirements of the performed function;

- the professional balance in relation to the objectives of the previous maintenance period.

Maintenance appraisal must serve the following purposes:

- provide information to decide on a promotion, move, reorientation or separation;
- serve to substantiate the salary increase decision if the wage policy provides for different remunerations for different performances;

- decide on advancing within a classification;
- to highlight the weaknesses and to judge the corrections to be made;
- to allow the best knowledge of individuals and to make their views known and what they expect from them.

From the above, it can be concluded that the recruitment and integration of the employee in the organization is insufficient if the organization does not design - for each of its employees - a long-term development design.

Career management includes a number of activities such as:

- establishing the promotion channels and drawing up a branch plan;
- choosing promotion policy;
- career orientation;
- career ceilings management. Planul filierelor de promovare indică succesiunile de posturi care permit obținerea unui anumit nivel de calificare și a unei experiențe ce oferă posibilitatea de a promova.

Career guidance is required to allow employees to identify the best promotion path. The practice of career orientation has highlighted five stages through which one can choose the best alternative:

- analysis of the professional past;
- analysis of aspirations;
- professional choice and orientation;
- means of adaptation;
- Change strategy and action plan.

Going through these steps will make it possible to clarify in a good measure the path to be chosen by each employee according to his experience, his aspirations and potential, his own strengths and weaknesses. planning and career development.

5. Training and improvement of human resources in organizations

Every organization has a heritage of talent, knowledge and experience that it uses to best manage itself. Through the actions of fomarians and refinement it has the main lever by adapting its human resources to the new technical, economic and social requirements. By supporting the training actions, the level of culture and professional training of the personnel is improved and the image of the organization is improved on the labor market.

In the information society, the knowledge and experience acquired can no longer meet the requirements of the new economy, which is why they must be refreshed and improved at ever shorter intervals and with an increasing frequency. This new reality has made lifelong learning a constant of today's life.

Through professional training, insurance companies undertake a coherent refinement of human capacity (which is the subject of recruitment policy), puts into practice a fair remuneration and optimal damage to the human parity, in order to avoid departures that may harm the performance of the system as a whole and heightens this heritage not only through training but also through the systematic transmission of acquired knowledge and experience. The latter role lies in training policies.

Indeed, if a modern enterprise is defined as a set of knowledge, experience and procedures, it can be concluded that the transmission of enterprise culture is a priority task of its survival.

Training is the right tool to develop and ensure the transmission of this heritage, an essential element of the value of a modern organization.

6. Human resource management standards

If the greatest advantage of an organization is its people, it is logical that putting people at the center of operations is a recipe for success. A new set of ISO standards aims to contribute not only to improving the recruitment process but also to improving business by improving the human resources process. ISO's new range of International Standards for human resources aims to help HR departments improve their performance and, ultimately, improve the performance of the organization in which they work.

ISO 30408, Human resource management – Guidelines on human governance, provides the guidelines to structure an effective human governance system that is able to respond more effectively to organizational and operational needs but also foster increased collaboration across all stakeholders, anticipate and manage human resource risks and develop a company culture that is aligned with its values.

ISO 30405, Human resource management – Guidelines on recruitment, provides guidance on effective recruitment processes and procedures, and can be used by anyone involved in recruiting staff, whether they be HR professionals or not.

ISO 30409, Human resource management – Workforce planning, helps organizations respond more effectively to their current and projected requirements for staff, while ISO 30400, Human resource management – Vocabulary, provides a common understanding of the fundamental terms used in human resource management standards.¹

Conclusions

Regarding the quality of human resources in an organization, it is now certain that in order to have a strong business, senior management, managers at the other levels, and other employees need to know and consider this Complex "patrimony" of the firm so that through their decisions and actions they can direct the energy generated by the organizational culture towards the achievement of the company's objectives, set out in its strategies and policies. This is also explained by the fact that, in competitive firms, mixed teams of different specialists are being created to analyze specific issues such as the quality of life in the organization, the satisfaction of the post, the productivity of work, etc. Thus, a number of social factors, such as morality, ethics, attachment, satisfaction, engagement at work, are increasingly taken into account. Focus more on the human factor as the main resource of the company, to the effect that human resources as a strategic production factor and main component of performance in all areas and at all levels of the organization.

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