

**THE QUALITY OF HUMAN RESOURCES -
IMPORTANT INDICATOR IN ASSESSING
IMPACT OF THE INTEGRATED DEFENCE
RESOURCES MANAGEMENT ON THE
ACCOMPLISHMENT OF INTERNATIONAL
MISSIONS**

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Abstract:

The most important resource of a company is the human capital. The Human Resources Department (HR) is responsible for activities such as employment, education, among other things, rewarding and dismissal. The companies are aware of the importance of an experienced, well informed and educated human capital, as a result the HR department has a major contribution to the development of the human resource capability of the organization and, therefore the development of its strategic capabilities, the review of the strategic objectives of the company and through the development of plans that ensure the existence of human resources to achieve these objectives.

Over the past decade, human resources (HR) functions, large and small, have been expected to play an ever-expanding role in the strategic direction of their organizations. Whereas at one time HR was seen primarily as an enforcer of policies, it is now considered among top performing organizations to be a key

strategic partner in driving and supporting critical business objectives. HR's ability to contribute to the organization's bottom line involves more than aligning its talent management accountabilities with the mission and vision of the organization. It means continually evaluating and strengthening these accountabilities to ensure value, meaningful impact and competitive advantages. Given this changing role and the fact that HR costs are major expenses in all organizations, improvements in HR program effectiveness and efficiency should be a strategic priority for organizations of all types, including private sector companies; local, state, national, and international government bodies.

A number of important indicators are now available to help HR organizations quantify their worth and support their role in driving the business.

HR professionals have long understood their value in helping line organizations achieve their goals by offering critical service in the area of recruitment and retention, compensation and benefits, assessment and evaluation, training, performance management, organizational development and succession planning.

Indicators are also available for deciding whether outsourcing any or all of these services makes economic sense. Any HR function, large or small, should be taking advantage of these and other resources to establish relevant indicators to quantify the value of their HR services and link these indicators to their organization's objectives. The establishment of indicators is a fundamental first step in demonstrating HR's contribution to the organization's bottom line.

Although HR managers may be responsible for designing employee recruitment and selection systems in many firms, all managers need to understand and use this system. After all, attracting and hiring the right kind and level of talent are critical elements of business effectiveness. The ability to

attract and hire effective employees is also a key element of a successful management career.

Finding qualified and motivated employees is a key concern for small institutes, reporting they have difficulty finding the qualified employees.

How do employees evaluate the effectiveness of different recruitment sources? One way is to look at how long employees recruited from different source stay with the institution. Studies show that employees who know more about the organization and have realistic expectations about the job tend to stay longer than other applicants.

Next, I will present nine indicators which should be followed in order to appreciate the quality of the human resources

Human dignity

The basic premise of all human relations is the dignity and worth of human. People are not like other factors of production. All employees must balance individual concerns in their lives with demand of their jobs. Certainly there are times in the boss subordinate relationship when the both boss and subordinate must do very unpleasant jobs. Treating each other with human dignity is an important part of a successful workplace.

Empathy

To treat each other with dignity, empathy is required. Empathy is the ability to put yourself in someone else's place and to understand that person's point of view, needs, and reason for his or her actions. Lack of empathy is a primary cause of conflict in organizations. Empathy is the chief quality that mediators of labor disputes must have. Empathy is an important element in leadership, and its absence can create barriers to communication.

The empathy indicator is particularly important in interpersonal communication, conflict resolution, union relations, discrimination, and intercultural relations.

Individual differences and diversity

The concept of individual differences indicates that people are not all the same. These differences have an important impact on organizations in the selection of applicants for employment and their motivation in various jobs. Individual differences need to be considered in three contexts: (1) differences among individuals in terms of job potential (e.g., abilities to learn a job), (2) the effects of training on individuals, and (3) differences in job performances after training. All are the concern of managers who are responsible for the performance of their employees.

Each person is different, but similar in many ways, including the need for respect, recognition, socialization, and trust. It is individual differences that really make the management of human relationship a challenge. Some people have more need for recognition; other wants more respect; still others want greater promotion opportunities.

The workforce is more ethnically, gender, and educationally diverse than ever before. The average age of the workforce is also increasing. These are dramatic shifts that have an impact on management and leadership style. They point to the art as well as the science of managing human relationships.

The whole person

If something at home is bothering an employee, it might be desirable from the organization's view point to have him or her leave the concern at home, but it is often not possible to separate people from their problems that easily. We bring with us our personal and family problems and crises. The whole person refers to the interrelationships of the mind and the body and the total effect these interrelationships have on the individual.

Communication

In modern organizations, all functions depend on communication. Communication is the way in which information and understanding are transmitted; it unifies group behavior and provides the basis for group cooperation. Without effective communication procedures, no business can survive, much less prosper. Managers who cannot communicate effectively with employees cannot motivate them or exercise leadership. If workers cannot communicate well with management, they cannot perform their jobs properly or receive adequate recognition for their work. If communication in an organization is not good, then there is no way in which the human relations in that organization can satisfy the people who work there.

Organizational communication is any communication that takes place within a total organization – usually formal and written messages, as opposed to informal, interpersonal communication. Many of the human relations problems that we encounter today have their origin in organizational communication or miscommunication.

Motivation

Although human relations is a vast complicated subject composed of and influenced by many variables, it can be described simply as the total response of individuals to various motivating forces. In other words, people in organizations relate to each other in the ways that they do because they are driven by psychological, social, emotional, and economic forces that have the power to motivate them to behave in particular ways.

Every person has unique needs and abilities, motivation levels and job satisfaction depend on the fit between their needs and abilities and the characteristics of the job and the organization. A poor fit between individual characteristics and the work environment may lead to reduced levels of motivation. Work adjustment theory proposes that:

- A job design that one employee finds challenging and motivating may not motivate another employee. For example, a mentally disabled employee may find a repetitive job at a fast food restaurant highly motivating and challenging, but a collage graduate may find the same job boring.
- Not all employees want to be involved in decision making. Employees with low needs for involvement may fit poorly on a self managed team because they may resist managing other team members and taking responsibility for team decisions.

Leadership

In a very real sense, the history of the human relations movement is the history of modern business leadership. A leader's fundamental responsibility in any kind of organization is to get work done through the combined cooperative efforts of others.

A leader must communicate with and motivate his or her subordinates in a just and satisfactory manner or the work will not get done. The human relations function is not, of course, the only responsibility a leader has. Leaders are also responsible for setting direction, dealing with external constituencies, and securing the financial and market success of the firm. Leaders must have good employee human relations to handle these other functions well.

Teamwork

Teamwork is working together and identifies and solves group related work problems. Teamwork has become a fashionable buzzword in recent years and for good reason. A spirit of cooperation and collegiality pervade effective organizations. By definition, an organization means teamwork toward common goals and objectives. Teamwork is essential in athletic teams, businesses, and musical groups, as well as in the civil religious, and other kinds of organizations.

However, teamwork can be carried too far, lessening the degree of individual motivation. There should always be opportunities for individual growth as well as team development. Not everything has to be or should be done as a team. There needs to be a balance between teamwork and individual effort.

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