



*The 7<sup>th</sup> International Scientific Conference*  
**“DEFENSE RESOURCES MANAGEMENT  
IN THE 21<sup>st</sup> CENTURY”**  
**Bra ov, November 15, 2012**



## **FUNDAMENTAL ROLES AND PRINCIPLES OF HUMAN RESOURCES MANAGEMENT**

**CIUNTU Cristian**

Military Information Brigade / Logistics/ Buzau/ Romania

**Abstract:**

This paper intends to summarize the ideas about Human Resource Management roles and to structure the functions existing in this domain.

### **1.Introduction**

Actual structures of *organizations* (from small and medium enterprises to big companies/holdings; in Military from small units – battalion to higher echelons) has to deal with one of the resources – personnel. If this activity is carried on by a single person (the general manager in the small enterprises also being the owner of the organization) or a Human Resource Department (for bigger organizations), the role of this activity is the same.

Some commentators call the Human Resources function the last bastion of bureaucracy. Traditionally, their role was more closely aligned with personnel and administration functions that were viewed by the organization as paperwork. In fact it is true that the role of a Human Resource Structure is to keep the evidence of all data about the substructures of an organization, their responsibilities, the enlisted personnel and their specialties, the vacations positions, the contracts (general and specific) and all kind of data about the enlisted personnel (personal data, experience and skills, promotion, evolution inside the organization etc). Basically the Human Resource Structure is an execution element. But, the Human Resource Management is also an activity performed from each manager of the smallest substructure in the organization to the general manager. In this idea every commander of a unit has his partial role as a human resource manager.

Research has shown that the human aspect of resources within an organization contributes approximately *eighty percent* of the organization's value. This implies that if people are not managed properly, the organization faces a serious chance of falling apart [1].

First of all it is necessary to establish the *object of activity* and the general *goals/missions* for the enterprise/unit. Based on that the general manager will establish the design of the enterprise/unit to be functional (usually for best profits/outcomes at the minimum): the necessary substructures and their responsibilities, the necessary equipments, the personnel and their specialties to operate the equipments, to plan the production/activities and to manage the outcomes. This step for a new structure in the

# ***FUNDAMENTAL ROLES AND PRINCIPLES OF HUMAN RESOURCES MANAGEMENT***

civilian society is executed by the manager based on his experience in the chosen object of activity. In the Military structures they are established by regulations or superior echelons.

## **2. Human Resource Management definition**

It is appreciated that in the present it does not exist an official definition, unanimously accepted of human resource management and who can join specialist's consensus.

Human resources may be defined as the total knowledge, skills, creative abilities, talents and aptitudes of an organization's workforce, as well as the values, attitudes, approaches and beliefs of the individuals involved in the affairs of the organization. It is the sum total or aggregate of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the persons employed in the organization.

Human Resource Management is the management activity responsible of actions and decisions that affect the relations between the organization and its members.

*A lot of definitions came by human resource function and the most important are presented below:*

Petre Burloiu defines the human resources management including in its contents the ergonomically organization of work: "human resources management represents a complex interdisciplinary measures designed, on staff recruitment, selection, employment, use of personnel by ergonomically organization of work, moral and material stimulation, until the time of cessation of employment". [2]

This definition corresponds to the human-requests system, in which people occupies a central place, being forced to respond to the requests of all factors: technical conditions of employment, labor relations, motivation of the personnel, the environment, personal concerns, and other factors applicants.

Robert Mathis and his collaborators define human resources management through its main responsibilities, namely:

- recruiting and employing staff on the basis of competence;
- development of the appropriate qualification and training programs related to the organization's objectives;
- development of stimulation plans by wage developments, designed to encourage efficient outcomes at low cost;
- development of no financial stimulations plans;
- quick integration of new employees;
- development of career programs. [2]

To ensure that these responsibilities can be fulfilled, between different substructures of the organization is necessary to establish a collaboration, to lay down the principles and guidelines for each activity or substructure and to establish the work relations between working staff and specialists of the human resources substructure.

Human resources management is defined by D.A. Constantinescu and its collaborators as "a domain that includes all managerial decisions and practices influencing or directly affecting the human resources operating within an organization." [2]

There are other definitions of human resource management (HRM) published in the specialized literature from our country [2], namely:

- all decisions that affect relations between main social partners (employer and employees) designed to ensure increased productivity and efficiency in economic activity;
- human-oriented activities, with the objective of plan, design, optimal use, maintenance and socio-human development;

## ***FUNDAMENTAL ROLES AND PRINCIPLES OF HUMAN RESOURCES MANAGEMENT***

- all activities aimed at ensuring the optimum use of human resources, for the organization benefit, the individual benefit and the community in general;
- the complex of activities oriented towards effective use of human capital, in order to achieve organizational objectives, at the same time ensuring the conditions that ensure the needs of employees;

By examining the definitions of human resources management may draw some conclusions which reflect the status of development and consolidation of the theory and practice of management in this field of activity.

You may find also that the definitions in question do not contain elements contradictory. Some definitions also insist on ways and means of achieving the objectives of their human resources, on its goals, while others highlight the activities of a specific function.

Internationally, the definition related to such aspects is:

- the planning, the recruitment and retention of staff;
- motivation of employees;
- obtaining and maintaining an efficient work force;
- the use of employees in order to achieve individual and organizational goals.

The contents of human resources management is given also by the multitude and diversity of activities to be carried out, correlated and harmonized in the field of human resources, activities that are more or less linked to each other and have a great impact on the results obtained.

Over time, numerous opinions from specialists appeared which attempted to give us the most accurate and comprehensive areas of activity of the human resources management and that, in their great majority, bear the imprint of the country of origin of the authors.

The American society for Training and Development [2] identifies the nine main areas of activity of the human resources management:

- preparation and development;
- organization and development;
- organize/design posts;
- human resource planning;
- selection and provision of personnel;
- personnel research and information systems;
- rewards\benefits or aid;
- advice on personal problems of employees;
- Union/labor relations.

In view of these areas of activity, De Cenzo, one of the great specialists in the field, along with his collaborators [2] suggests that, in fact, human resources management is a process consisting of four functions: obtaining, developing, motivating and retention of human resources.

Other authors-C.D. Fischer, L.F. Schoenfeldt, J.B. Shaw [2] added to these domains other activities, in an attempt to circumscribe more precisely the content of human resources management:

- strategic management of human resources;
- equal opportunities for employment;
- management of international or multinational human resources;
- career planning;
- organizational behavior;
- collective bargaining;

# ***FUNDAMENTAL ROLES AND PRINCIPLES OF HUMAN RESOURCES MANAGEMENT***

- the work program;
- discipline and control;
- evaluation of human resources.

As we can see, the activities of the human resources management are particularly varied and their content is not of the same nature since they can be strategic, operational or administrative. Their assessment will be made according to their contribution to organizational objectives. In terms of intensity of manifestation of various activities in the field of HRM, it varies from one organization to another and from one stage to another, depending on specific conditions. Conduct or expression of these activities should be carried out in compliance with the conditions of the legal provisions, and managers must ensure that, regardless of the level of the hierarchy, a balance between the interests of employees and permanent objectives of the organization

## **3. Human Resource Management functions**

Finally *the core roles* of human resource management may be grouped into three categories, and the subcategories listed below [3]:

### **PLANNING AND ORGANIZING FOR WORK, PEOPLE AND HRM**

- Strategic perspective
- Organization design
- Change management
- Corporate wellness management

### **PEOPLE ACQUISITION AND DEVELOPMENT**

- Staffing the organization
- Training & development
- Career management
- Performance management
- Industrial relations

### **ADMINISTRATION OF POLICIES, PROGRAMMES & PRACTICES**

- Compensation management
- Information management
- Administrative management
- Financial management

## **4. Principles of Human Resource Management**

The complexity of the human resources management and its ability to be creative and scientific resource, results form its fundamental principles underlying at its foundation. From these principles we underline the most relevant and meaningful [4]:

- the principle of previewing, training/forming and providing human resources in relation to the requirements of scientific and technical revolution and the concrete needs of organizations;
- the principle of continuous training of human resources for the purpose of saving financial resources on the one hand and rapid integration into employment of human resources on the other hand;
- the principle of recruitment, selection and orientation in relation to the needs of ensuring consistency between quantitative and qualitative employment resources and available jobs;

## ***FUNDAMENTAL ROLES AND PRINCIPLES OF HUMAN RESOURCES MANAGEMENT***

-principle of personnel assessment, physical energy and mental stress resulting from the assessment of workstations and work performance;

-the principle of motivation of employees, establishment and differentiation of remuneration in relation to the weight and the intensity of the work and the quantitative and qualitative performances, promoting and building professional careers;

-the principle of labor protection facing the risks of illness and accidents work and the social protection facing social risks that cannot be previewed;

-the principle of maximum economic efficiency of utilization of all resources in conditions of security and health protection, highlighting the productivity gains on workstation, individuals or work teams;

-the principle of information, communication, personal negotiation and by representatives (unions, associations, councils, etc.)

-the principle of integration, cooperation and the participation of employees in decision-making and to the achievement of the organization's objectives.

### **5. Conclusion**

In addition to human resources structure/department the managers at all levels of the hierarchy, from general director/similar to the smallest team leader, have an extremely important responsibility in this domain, because they are the ones who work directly with people, who better know them, which creates a particular climate and who can think of the best solutions (with the support of specialists) and especially they can implement these solutions.

The final goal of human resource management consist first of all in "making the employee how the organization wants" but also to make the organization like the employees needs so the organization could accomplish its objectives, respecting the principle "the right person in the right position in any moment".

### **References:**

- [1] Hyde, J., *Managing and Supporting People in organization*, Bailliere Tindall, 2004, [www.younghrmanager.com](http://www.younghrmanager.com)
- [2] Manolescu, A., *Human resources management*, RAI, Bucharest, 1998
- [3] [www.citehr.com](http://www.citehr.com), CiteHR Human Resource Management Community Knowledgebase, *Core roles in Human resources management*
- [4] Nicolescu, O., *Managerii i managementul resurselor*, Economic , 2004