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THE STRATEGY OF PERSONNEL ORIENTED TOWARDS RESOURCES IN THE ORGANISATION

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Abstract:

Within this strategy, the human resources or the possibilities of supplying personnel considerably influence the content of the organisation's strategy. Human resources issues are already included or taken into account in the formulation of the strategy of the organisation and do not occur only at the stage of its realization when the existing staff might be at an inappropriate level.

Managers across all hierarchical levels must be engaged in order to establish the functional strategy for human resources of the organisation. This is needed, because, regarding the importance of human resources in achieving the level of performance and competitiveness of the organisation, no other area neither of functional strategies nor of afferent politics won't be so vital.

Key words: organization, human resources, strategy of personnel, performance, competitiveness

1. Introduction

Philosophy of Management geared towards people means that “people represent the Organisation” and also that “respect for people” is to “compete through people”. Without the presence of the employees who know what, when and how the work must be done, the organisations cannot achieve their goals.

In the conditions of practicing a modern management, human resources are considered to be vital resources, they assuring the existence, development and success of the organisation.

2. Strategic planning of human resources in the Organisation

Man lives in a world of organisations because he is born in an organisation, he is instructed in an organisation, he earns his living in an organisation.

Modern society is a network of organisations that appear, or disappear, develops, the most difficult issue for their success being their own capacity to adapt to change. The organisations are social structures designed to achieve common goals through joint effort and they have as their main characteristic the humans existence. They exist because although people have physical and intellectual capabilities developed in certain limits, they have the ability to develop organisations. These organisations depend on the efforts of employees, and the employees ' behaviour influences the efficiency and effectiveness of the organisation.

Organisations are involved in the daily life of the people and represent a great part of their everyday existence.

In order to grow, the organisations are forced to create structures capable of anticipating, with a low margin of error, the trends of social development and of the structural and content changes of the market.

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High-performing organisations allocate financial and material resources in the research and drafting of strategies of human resource policies.

Personal strategies take into account the following considerations:

- dynamics of social structure;
- modification of the level of the general and specialty training of the working population as well as of the scholastic and academic population;
- development of the market trends, including those of the labour market;
- economic and cultural globalization
- development and diversification of means of communication;
- the increase of the share as well as of the importance of the communication throughout the company;
- the amplification of the share of the productive and commercial companies with both multinational and international character
- growth trends of the social level of organisations
- the promotion and application of the concept of total quality in the field of organisational management;
- increasing of the specialization level of the primary productive units which work within the integrator companies of products and services
- the amendment of the international standards, legislative and of quality, along with the accession of Romania to the European Union.

Related to the issues which the personnel strategies impose, the organisation is required to make assessments in:

- its own structure;
- the efficiency of the information and resource flows;
- the level of performance attained and the level of performance to be attained;
- the degree of adaptation of the Organisation to external changes
- the capacity of staff to use new technologies;
- the ability to fund its own restructuring;
- the ability to invest in advanced vocational training and/or retraining of personnel

The adoption of a single strategy regarding the development of the human resources cannot ensure the capacity of reaction of the organisation to all internal and external environmental factors to which the organisation is exposed. In order to assure the success even in case of some unforeseeable external transformations, large organizations adopt a main strategy as well as a complementary one.

Logical steps completed by the organisation in adopting strategies relating to the human resources consist of the evaluation of:

- the organisation as a whole (the organisational culture and the objectives);
- the existing human potential in the organisation (performances and non performances);
- capacity for self-development and of assisted human resources growth in your organisation;
- costs relating to the restructuring of existing human resources;
- costs and opportunities to recruit and select new categories of human resources;
- foreseeable effects that will result from the measures outlined above.

The combination of the above activities represents the strategic planning of human resources in the organisation.

Through the strategic planning of human resources the organisation defines its intentions both in terms of the directions of development of human resources, as well as

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the needs and/or requirements to be met in the area of human resources, so that the organisation can achieve its organisational objectives set. Therefore, strategies in the field of human resources should consider both the organisational objectives, as well as the content of human resources management.

Directions in which personnel strategies can be developed are:

- the supply and selection of personnel;
- the training and development of employees;
- the evaluation of performances
- rewarding of the employees;
- the relationships with the employees.

The main features of the human resources strategies are presented in the table no. 1.

<i>Human resources strategy</i>	<i>Main features</i>
<i>Human resources- organisation</i>	<ul style="list-style-type: none"> – human resources are considered to be the cause (variable), and the organisation's performance represents the effect (function); – construction of personnel structure determines the structure of the organisation; – both policy and managerial practice relating to human resources determine the organisation's culture; – investment in human resources are considered primary; – the inertia of human resources to external changes must be compensated by investing in superior qualification of the personnel at any given time.
<i>Organisational socialization</i>	<ul style="list-style-type: none"> – the organisation takes into account the needs and aspirations of employees satisfaction's medium and long term (training, integration, motivation and payroll after performance, fairness, non-discrimination, ensuring optimal conditions for employment, security of work); – the adoption of this strategy may be to capture the organisation when the outside environment evolves unpredictably.
<i>Development through investment</i>	<ul style="list-style-type: none"> – organisation opts for substantial investment in its own human resources development; – the stability for the employees is assured, technological innovations are easily retrieved, and the adaptability to market requirements is also ensured.

Table 1

Personal strategies are diversified according to the organisations and to the specialists' concepts in the related field. Depending on the degree of dependence on personnel and business strategy, Rolf Bühner distinguishes three types of staffing strategies, as follows:

- personnel strategies oriented to investments;
- personnel strategies oriented to value
- personnel strategies oriented to resources

Next we will discuss the issue of the personnel strategy oriented to resources.

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3. Personnel Strategy Oriented to Resources

The promotion of this personnel strategy involves inverting the report goal – means, emphasizing the role of human resources as a competitive advantage. Thus, the existent human resources or the opportunities for human resource supply decisively influence the content of the strategy of the organisation, and the human resources function actively contributes to its development and its implementation. The human resources department within the organisation makes available for the managers data and information needed regarding the existing human resources and may suggest what kind of global strategies of the organisation can be achieved within the framework of the propounded aim with the existing human resources in the organisation.

The adaptation of such a strategy requires a change in the attitude of managers, they must understand that the strategy focused on the financial aspects of the organisation are not in contradiction with the strategy of resource-oriented staff. For example, reducing investment can determine a certain reduction in staff, but does not exclude a superior qualification of staff, necessary to ensure or improve quality. Therefore, the personnel strategy oriented to resources, for the maintenance and development of human resources is a prerequisite to making new business.

In this strategy the traditional question: *What kind of staff is necessary for carrying out organisational strategy?* is replaced with the question *What kind of markets can be penetrated with current human potential?*

The human resources development becomes the necessary premise for the organisation to quickly and flexibly react to possible changes in the external environment.

The correlation of the personnel strategy with the strategy of the organisation determines the necessity of an overall vision which leads to the increase of the competitive success of the organisation and creates the prerequisites for the development of new strategic approaches under the conditions of maintaining the human resources. At the same time, it is necessary to take into account the fact that human potential cannot always be adjusted in the short term to the strategic requirements of the organisation.

Depending on the size of the sums allocated by the organisation for the development of its own human resources, personnel strategies can be categorized as follows:

- the “reconciliation” strategy – targets the preventing or settlement of possible conflicts which have a social character and may occur as a result of the lack of concern on the part of managers of the organisation for the improvement of human resources.
- “survival” strategy – is based on the establishment of a special fund within the organisation, and the Fund, although insufficient, has as an aim to ensure coherence of actions related to the development of human resources;
- strategy “in leaps and bounds,” or “Hey-break” – the activities for the development of human resources in the organisation have an occasional character, although high amounts are allocated for the personnel activities;
- investment strategy – is based on the concept of the allocation of the amounts which are relevant for human resources development in the organisation. This strategy is similar to the personnel strategy oriented towards investment where human resources are becoming the object or element in the further development and future of the organisation.

Another approach to strategies in the field of human resources focuses solely on concerns for the improvement and development of human resources in the organisation. Starting from the preparing role in bridging the gap between the level of effective

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performance of the employee at his job and the level of the performance required by the needs of the organisation, the personnel strategies are:

- corrective strategy (reactive) – considering the gap between the employee's actual performance (at some point) and the performance which should be obtained from the respective post (at the same time). This is a characteristic of the organisations in which the development of human resources does not constitute a priority.
- proactive strategy – aims the elimination of the discrepancy between the required performance of the post in the near future. It is based on both forecasting of the future development of the organisation and identification of the future needs of training of the human resources in the organisation. It is a characteristic of organisations that have a well-defined global strategy and consider the human resources being especially important in an organisation.
- procedural strategy – aims at creating an organisational framework for stimulating learning at all levels and continually updating knowledge through lifelong learning. It aims the cover of the human resources performance gap between the current and desired performance in a more distant future. This strategy does not preclude the type of corrective or proactive interventions, but emphasis is placed on continuous learning and professional development. It is a characteristic of organisations geared towards long-term organisational performance.

Another criterion suggested for the classification of training and development strategies is considering steps that human resources traverse during their career within an organisation:

- social strategy – aims at integrating new employees into the organisational culture and consists in programming and developing certain activities that have the purpose of familiarizing new employees with the mission, strategy, objectives and history of the organisation. Upcoming performances of new employees depend to a great extent on the success of the integration into the organisational culture to new employees.
- specialisation strategy – aims to develop employees' skills that are specific to the occupied post. There are organisations that adopt this type of strategy without being supported by complementary strategies: social, development or upgrading ones.
- development strategy – aims at developing of employees' skills both horizontally through their rotation on posts as well as vertically, through their promotion. This strategy is applied, as a rule, to the employees who are expected to pursue a career upward in the organisation.
- valorisation strategy – aims to use skills and experience of other employees the organisation, used as mentors, for the development of other employees. The performance of human resources that reach this stage in their careers far outweigh the investments made by them or by the organisation over time. This is because performance is not confined only to professional performance, but also to the role of mentor to other employees the organisation.

It should be noted that between the different strategies developed in the field of human resources there are no formal barriers because they reflect different interrelated aspects of the human resources function. Therefore, the choice of the most appropriate strategy for human resources must be preceded by an analysis of the actual condition of these resources in the organisation at a time.

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4. Conclusion

□ The adaptation of personnel strategy oriented to resources requires a change in the attitude of managers, they must understand that the strategy focused on the financial aspects of the organisation are not in contradiction with the strategy of resource-oriented staff.

□ Personnel strategy oriented to resources is focused on the development of human resources so as to enhance their contribution to the success of the organisation's strategy.

□ In the context of the personnel strategy oriented to resources, issues related to human resources are already included or taken into account in the formulation of the strategy of the organisation and do not occur only in the phase of its implementation, focusing on human resources development in order to make them able to react quickly and adequately to changes in the strategy of the organisation.

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