



Danut Rada

## **Human Resources Management, Component of the General Management of the Company**

*Initially a part of the general management, the human resources management, has differentiated and specialised itself, restraining its issues and object of study so that it has become a clear expression of the personnel policy. Consequently the HRM represents the contemporary reformulation of policies regarding the "industrial relations" and the personnel management.*

**Keywords:** *human resources, management, development, use, performance.*

### **1. Defining the human resources management**

In order to better highlight the basic characteristics of the human resources management it is necessary to define and shape as precisely as possible its place and content, as the literature expresses a high number of different opinions.

Despite the diversity of opinions, the great majority of specialists in the field consider that the human resources management, like any other scientific domain, is the result of the specialised research and is undergoing an already known and relatively rapid evolution and differentiation in many domains of activity.

Consequently, separating itself from the general management, the human resources management has differentiated and autonomised itself, restraining its issues or object of study and thus it has become more accurate, having at present a precise place within the general management.

Starting from an already shaped domain, that of general management, taking from it, not without difficulty, certain concepts or investigation methods and even expression languages or processes analogies, the HRM stipulates its object of study, treats or delimits its own frontier so that the organisations' realities are approached according to the goals aimed at. Moreover, the human resources management proves more poignantly its scientific viability and its remarkable practical utility.

- **HRM – expression of the existing personnel practice**

This perspective is considered a natural reaction to the new reformulations of the traditional positions and is focused on the possibilities of the HRM to solve the numerous problems of employees in a better manner compared to the administrative manner specific to the personnel management.

Consequently, this perspective presents the HRM as a contemporary “reformulation” of the policies regarding the “industrial relations” and the personnel management.

- **HRM- model based on resources**

It represents another perspective on the human resources management, which highlights the role of the individual within the organisation. From this perspective, the personnel management is permanently concerned with the relations between the organisation and the individual, as well as with the solving of difficulties occurring within the respective relations. This approach has favoured the formation of an organisational culture dominated by the necessity to minimise employees-related costs, which, in this context, becomes a resource that should be administered like any other resources.

Thus one has reached other alternatives also, without which the individual is treated rather like a resource than an expenditure, considering the expenditure for the employees’ training rather an investment than a cost. In this manner, a special interest appeared for the resource-based HRM in which the human resources are viewed as a basis for the competitive advantage.

Consequently, from this perspective, the HRM is understood as an approach based on resources focussed on the individual potential of the employee, as an investment, and not as a cost-incurring entity.

**Table 1.** Comparative elements of the human resources management against the personnel management

| No .     | Reference elements                 | Personnel management                              | Human resources management          |
|----------|------------------------------------|---|-------------------------------------|
| <b>1</b> | <b>Behaviour</b>                   | <b>Norms / habits</b>                             | <b>Values / mission</b>             |
| <b>2</b> | <b>Contract</b>                    | <b>Attentive elaboration of written contracts</b> | <b>“Beyond-the-contract” action</b> |
| <b>3</b> | <b>Model for managerial action</b> | <b>Procedures</b>                                 | <b>Necessities</b>                  |
| <b>4</b> | <b>Initiatives</b>                 | <b>Gradually</b>                                  | <b>Integrated</b>                   |
| <b>5</b> | <b>Managerial qualities</b>        | <b>Negotiation</b>                                | <b>Facility</b>                     |

|           |                                |                                     |                                 |
|-----------|--------------------------------|-------------------------------------|---------------------------------|
| <b>6</b>  | <b>Rapidity of decision</b>    | <b>Slow</b>                         | <b>Rapid</b>                    |
| <b>7</b>  | <b>Communication</b>           | <b>Indirect</b>                     | <b>Direct</b>                   |
| <b>8</b>  | <b>Categories of positions</b> | <b>Numerous</b>                     | <b>Restrained</b>               |
| <b>9</b>  | <b>Design of positions</b>     | <b>Labour division</b>              | <b>Team work</b>                |
| <b>10</b> | <b>Selection</b>               | <b>Separate managerial activity</b> | <b>Integrated key activity</b>  |
| <b>11</b> | <b>Wages</b>                   | <b>Position assessment</b>          | <b>According to performance</b> |

## 2. The main activities of the human resources management

The content of the human resources management is given also by the multitude and diversity of activities that should be carried on, correlated and harmonised in the field of human resources, activities that are more or less interconnected and have a remarkable impact on the results obtained. Thus, the American Society for Training and Development - ASTD identifies nine main domains of activity of the human resources management [1]:

1. Training and development;
2. Organisation and development;
3. Positions organisation / design;
4. Personnel selection and recruitment;
5. The research of personnel and informational systems;
6. Rewards / advantages or aids granted;
7. Counselling regarding the personal issues of employees;
8. Trade unions;
9. Labour relations.

In the French literature, **Jean Marie Peretti**, in his well-known work "**Ressources humaines**" (1996), points out that fact that according to a national survey, in the conception of the human resources management, the personnel function supposes the following ten aspects:

1. Current administration;
2. Human resources management;
3. Training;
4. Social development;
5. Management of personnel costs;
6. Information and communication;
7. Labour environment and conditions;
8. Social relations;
9. Hierarchic counselling and personnel administration;

#### 10. External relations.

Moreover, in **Wayne F. Cascio's** conception, the increase of the complexity of the human resources management requires the development, implementation and assessment of programmes in at least five new domains:

- Humanisation of positions
- Flexible working hours;
- Flexible rewards plans;
- Career planning.

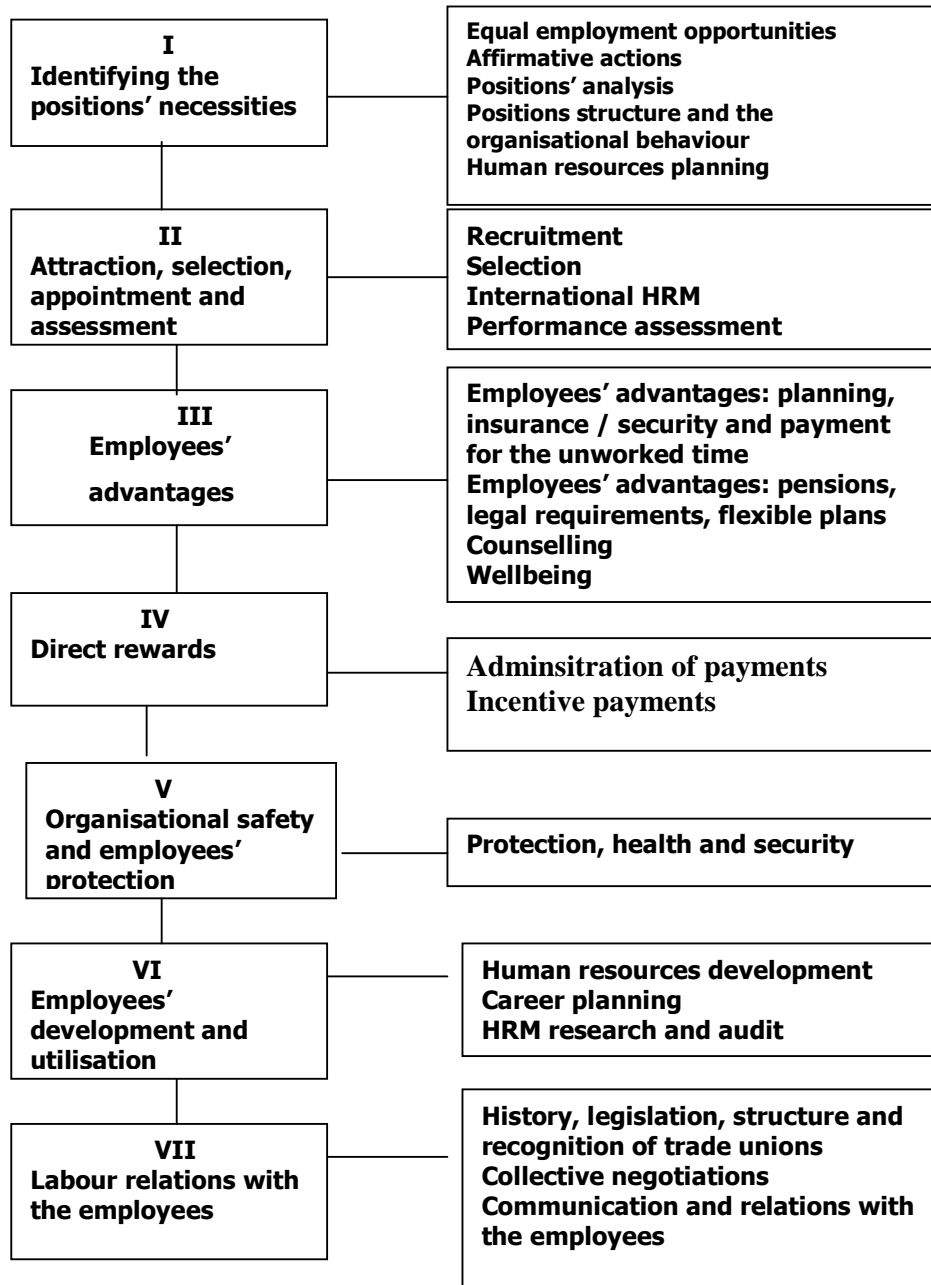
The complete and remarkably complex process of the human resources management is analysed also by **Michael Armstrong** in one of his reference works, which presents in detail the domains of activity specific to the HRM.

For a better understanding of the diversity of activities in the field of personnel management, **Donald, W. Mayers** suggests grouping them into seven chapters and several sub-chapters (Table.2 ).

At the same time, there must be a guarantee that the human resources with its activities are done with the observance of the legal requirements or stipulations, and the assessment of the respective activities will be done, according to **David J. Cherrington**, depending on their contribution to the reaching of the organisational goals. Moreover, according to the literature and managerial practice in the field, the modification of the priorities in the approach of the issue of human resources or the relative importance of different activities in the HRM field vary not only from one organisation to another, but also from one country to another, or in time. In the traditional theory of the company, the employees were regarded through the prism of the manner in which they *executed*, in a "disciplined" way, certain *pre-set* operations, put into operation machine and technological devices or performed certain activities. This is how occurred the concepts that are unfortunately current even today, such as: « labour force » or even « labour hands ».

The concept of labour force is defined as being « the totality of physical and intellectual aptitudes man uses in the process of obtaining goods and services ». This triggered, especially in the Marxist-origin totalitarian regimes, the division of work into « productive labour », « creators of material goods » and « non-productive personnel », generally associated with those people who performed intellectual activities.

**Table 2. The activities of the personnel management**



Any action of « labour force » improvement was directly focused on the capacity to work better, more and to execute more operations. The individual, with his / her personality, needs, behaviour and specific vision, was never a focus point for the leaders' goals.

The successful application of the human resource management supposes the existence of a system of performance assessment, of a system of employee's stimulation and of rewards for results.

In order to overcome the present economic situation in Romania, we consider that the training of specialists, at the level of the European and international requirements, in the domain of the human resources management should constitute an essential desideratum. The main goal is to provide expertise and experience in this field, so that optimum and sure performances can be obtained, using the most adequate methods.

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*Address:*

- Assoc.prof. dr. Danut Rada, The Dragan European University Lugoj,  
[radanutdr@yahoo.com](mailto:radanutdr@yahoo.com)