

# **THE IMPORTANCE OF THE HUMAN RESOURCES DEPARTMENT IN A MODERN COMPANY**

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**Abstract:** The human resources department is important for any company, in several areas, from the creation of marketing strategies to the construction and maintenance of its image. Also, this department is the one that ensures a good communication between management and employees, but also a high productivity from them. In short, the human resources department is the main "wheel" of a company, which is very useful, regardless of the size of the organization in which it operates. As a strategic partner of a company, this department is the one that helps to resolve its internal and external conflicts, highlight slippages and find solutions to eliminate them, identify suitable candidates for vacancies, motivate them and increase productivity, develop strategies to serve this purpose and, last but not least, to build an appropriate image in the minds of consumers.

**JEL classification: O10**

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## **1. INTRODUCTION**

Human resources play a major role in the development of each country. The process of economic development largely depends on the degree of preparation and use of human resources, on the creative and dynamizing role of the human factor in the development of economic life. Approaching the issue of human resources management, specialists in the field pay, both theoretically and in practice, special attention to its function and scope. All these concerns are explained by the fact that the definition of the function and the practical concretization of the scope of human resources management has become a major objective, a factor of increasing the professionalism and social efficiency of enterprises (Iosif, 2001).

Human resources include primary human resources (population in terms of quantity and structure) and derivatives (stock of education and scientific knowledge, innovation, etc.). They bring together all the physical and intellectual skills used in the process of production and provision of services necessary for existence, representing the creative, active and coordinating element of the economic and financial development of the company. The direct or indirect intervention of human resources conditions the existence of production and other economic activities and ensures the capitalization of the means of

production available to society, making it possible to meet its needs. Therefore, labor is the active factor of economic life (Certo, 2001).

In the modern market economy, the human factor is realized, on the one hand, as a factor of economic and social development, and, on the other hand, as a beneficiary of this process. In the conditions of construction and development of the market economy in Romania, the empiricism in human resources management in general and in the process of forecasting and planning the workforce in particular must give way to the scientific study of these phenomena, which insists on and human resource development. In solving current human resources problems, the manager must not neglect to constantly monitor possible changes in the future and their implications, adopting a forward-looking attitude and a continuous concern for adopting optimal solutions. In the conditions of the market economy it is not possible to conceive the organization of production and work, the increase of labor productivity without taking into account the role of human resources and the need to achieve a permanent balance between individual skills and necessary professional requirements. The optimal adaptation between man and his profession is achieved through professional orientation, which has the role, in modern society, to guide each individual to the maximum use of his possibilities (Armstrong, 2001).

Human resources management is the science and art of developing and implementing personnel strategy and policy, in order to achieve the company's objectives with maximum efficiency. It is a science, because it formulates and generalizes concepts, laws, principles, rules, methods, techniques and tools of management and art, because in their application in practice the specific conditions of each company are taken into account (Manolescu, 2003). The way in which the science and art of human resources management are applied in the life of the company depends, to a large extent, the implementation of the financial, technical, material means and, finally, the success of the company, its degree of competitiveness, profit level and efficiency (Petrescu, 2004). Given that management in general means achieving goals through people, it follows that the place of human resources is essential in modern management; on the other hand, the role of the human factor has increased significantly in modern management, under the impact of the emergence of the modern acceptance of the company's staff function and the transfer of human resources management to the responsibility of the company's general management.

The objectives of human resources management are divided into several groups, namely (Cindrea, 2008):

1. Attracting the workforce and using this process that requires information on the history of the company, the purpose, objectives, products, services and work that the employee will have to submit, the rights due to him, the facilities he will enjoy if he fulfills his obligations;
2. The administration of salary issues that have in view the general increase of the salary and must be done by evaluating new tasks, making transfers, promotions and professional characterization of employees as well as correcting salaries within the established salary system, regular examination of the level of salary and its modification as needed;
3. The relations with the employees through which it is aimed to establish premises for the improvement of the relations between the manager and the employees, according to the interests of the company;
4. Planning and development of the organizational structure that considers the design of long-term plans accompanied by an assessment system with an inventory of the entire issue, with the presentation of needs and modalities in stages, compartments and staff.

In short, there have been numerous and significant changes in human resource management, which detach it from the classic vision of the personnel function in enterprises.

## 2. OBJECTIVES

Through this article we aim to identify the main attributions of the human resources service in order to develop and ensure the human resources policy at the level of the organization. The general purpose is to provide a useful working tool for the coordination of the entire activity of the human resources department.

## 3. METHODOLOGY

The researches were involved 75 human resource managers from various companies in Romania. The method was based on the use of the questionnaire that was sent by e-mail and the sample size in this study was simple random sampling. The research took place between 16.01.2020 ÷ 14.06.2020. To determine the accuracy of the questionnaire, the calculation method of the alpha-Kronbach's coefficient was used, the value of which was equal to 0.86. Statistical methods, such as the Spearman, Pearson and Friedman methods, were used to analyze the information. Duties of the company's human resources department, grouped by areas (Figure no.1):



**Figure no. 1 - Duties of the company's human resources department**

*Source: the author's own concept*

### 1. Staff recruitment, recruitment and promotion:

- ✓ outlining the personnel requirements and elaborating the forecasts regarding the necessary human resources;
- ✓ ensuring the recruitment, training and integration of employees;
- ✓ recruiting the staff necessary to carry out the company's activity in conditions of maximum efficiency;
- ✓ monitoring the use of employees and the integration of new employees;
- ✓ organizing the activity of knowing, appreciating and promoting the employees;

- ✓ taking measures for the periodic testing of employees according to the specifics of the job, in terms of knowledge of work instructions, labor protection rules.

## 2. Staff training and development:

- ✓ organizing the process of training and qualification of the human resources necessary for the company and improving the professional training of employees;
- ✓ organizing and performing the annual testing of the professional knowledge of all the company's employees;
- ✓ elaboration of the draft annual plan and perspective for employee training;
- ✓ establishing the needs for training, professional training of employees by levels of education, trades, specialties and positions, in relation to the current and future requirements of the company;
- ✓ elaboration of programs for the improvement of professional training and retraining of employees and their topics.

## 3. Wage policy

- ✓ ensuring the correct application of the salary system;
- ✓ setting specific indicators and criteria for meeting remuneration,
- ✓ amplification of the forms of material stimulation of the employees;
- ✓ improvement of personnel registration operations.

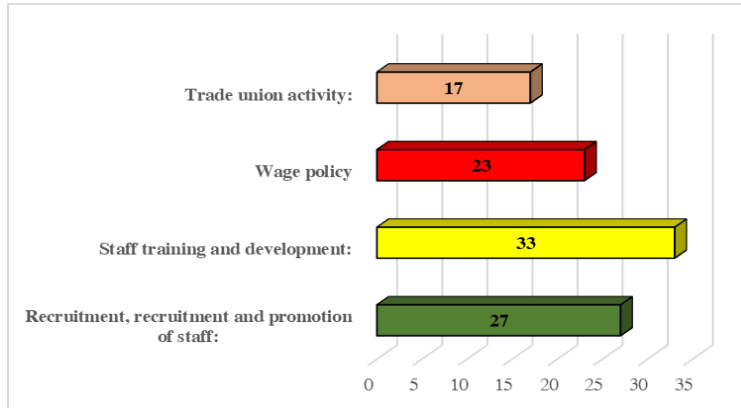
## 4. Trade union activity:

- ✓ establishing the use of the reduced or extended work schedule;
- ✓ the establishment of jobs with harmful, difficult or dangerous conditions, which are granted the reduction of working time, additional rest leave;
- ✓ compliance with the legislation in force regarding the granting of rest leave, working and paying for overtime, working night shifts;
- ✓ following the observance of the provisions of the employment contract regarding the regulation of working conditions and ensuring the rights of the personnel deriving from the individual employment contract and the collective labor contract.

## 4. ANALYSES

We found that 33% of the human resources managers interviewed appreciated that *Staff training and development* have the highest share in importance (Figure no.2). Staff training is a planned program of quantitative and qualitative increase in the volume of skills, knowledge and competencies through learning in order to achieve a higher level of performance in the activity.

*Staff recruitment, recruitment and promotion* rank second with 27% (Figure no.2). Recruitment is a natural step in the process of developing human resources strategy and planning. It is a basic stage of staff insurance, a very important stage that requires special techniques, the quality of recruitment conditioning the future performance of the company. The fundamental objective of recruitment is to identify a sufficiently large number of candidates who meet the conditions to be selected. Promotion can also present a number of potential difficulties when there are no staff who can meet the new requirements, as well as a number of disadvantages, including: inertia in promoting the new, exaggerated experience in favor of competence, the emergence of vacancies in the chain producing - there is the "wave effect" and, requiring new recruitments, higher training costs.



**Figure no. 2 - The importance given to the attributions of the human resources department**  
*Source: the author's own concept*

Figure 2 shows that the third place in importance was the *Wage Policy* (23%). An efficient salary policy is necessary, first of all, to be part of the overall policy of the company and to meet, on the one hand, the general requirements, objectives of increasing the efficiency of the activity carried out, and on the other hand, to ensure the interest of employees not only for the achievement of individual performances, but especially for an increased contribution to the overall performance of the company in the medium or long term.

On the last place is the *trade union activity* (17%). When it comes to employee rights, the most effective form of organization proven over time is the union. Its role is to defend and promote the professional and social interests of employees, both individually and collectively. Starting from the idea that job satisfaction is directly related to the feeling of equity in terms of pay, the activity of a union is focused on determining the specific needs of employees and negotiating the remuneration and benefits granted to them.

## 5. CONCLUSIONS

In contemporary society, the capital importance of training and development of all employees of any organization is determined by the dominant feature of the current period - accelerating change, renewal in any field of human activity produced under the rule of science and technology, which have become primary drivers of development. society .The success of organizations is influenced by the quality of the workforce. Organizations need to focus primarily on identifying and attracting the most competitive candidates for the specifics of the organization, which is ensured in the professional recruitment process. Human resource recruitment is linked to many other staff activities, such as: performance appraisal, employee rewards, staff training or development, employee relations. People are the ones through whom the goals of the organization are achieved because they are the ones who know what, why, when and how to do. An organization of any kind can compete only through its people. The value of human resources is decisive in carrying out activities that are efficient and effective and that contribute to the harmonization and fulfillment of organizational objectives and the partial objectives that derive from them. Hence the extremely important role and also the great importance that must be given to human

resources management activities, especially the recruitment and selection of competent, adequate, loyal, easily adaptable human resources with development potential, able to meet the requirements of the organization. where he carries out his activity as well as his personal needs for professional fulfillment. Strategies and policies for recruiting and selecting human resources prove to be effective and efficient if they manage to fit into the general context of the organization, ie to be correlated with its global strategies and policies, especially with other strategies and policies in the field of human resources.

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