

## WHO ADOPT AND IMPLEMENT HUMAN RESOURCES STRATEGY IN AN ORGANIZATION?

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### **Abstract**

*The need for effective human resources strategies, which have a strong role in achieving goals has been a subject extensively treated in the literature. Thus, those interested in this field could learn about the stages of development of human resources strategy, the criteria necessary to be considered, features that should have a human resource strategy properly adopted and the modalities for its implementation. However, it has neglected an important aspect essential, namely, who should formulate strategy and human resources of an organization who is responsible for its implementation.*

*In this paper we focused attention on identifying new aspects of the human resources strategy: people involved in adopting and implementing human resources strategy.*

*The present study is one of the fundamental theoretical literature. The facts are not merely generalizing, but is analysis, opinion and personal conclusions. However, they can represent a focal point for business, prompting an awareness among the lead actors in a company, the need straightening attention to the foregoing.*

*The overall conclusion is that it is not enough for an organization to have a human resources strategy. To be fair one, to adopt and implement them have involved those individuals who have the necessary capacity and not the responsibility of everyone. Pawns should be the main human resources manager and senior manager, followed by operational.*

**Keywords:** *human resources, human resources strategy, human resources manager, business strategy, strategic objectives, efficiency*

**JEL Classification:** *L21, M10, M50, L20*

### **1. Introduction**

At the moment, in a dynamic business environment in which organizations must become more diversified easily adaptable to the requirements of its customers, the focus is mainly on the need for valuable human resources, to support it in its efforts. Thus, with the challenge companies face in customer requirements, this is both where you must pay attention to the needs of the people within them.

In this midst, the human resources function has been transformed into a strategic partner of any organization, and with it the human resources strategy has come to the forefront of discussions. It is considered that between business strategy and human resources strategies must be harmonized with the best possible in this way organizations can manage to meet the new requirements and survive in fight with its competitors.

Most experts consider that human resource strategies must be aligned with the overall business strategy.

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Human resources strategies of an organization refers to its fundamental concept on its employees, establishing the type of human resource decisions, decisions that are directly related to organizational and environmental conditions. (Milkovich and Boudreau, 1991)

Works from the same period shall be deemed a human resources strategy that can be oriented in one of three directions (Bühner, 1994):

- human resources strategy investment oriented - human resources is seen as an element of investment for the future development of the company;
- human resources strategy value oriented - attaches great importance to human resources within an organization, based on the principle values of performance, communication, fairness;

- human resources strategy resources oriented - believes that human resources influence the content of a business strategy.

The key point in strategic human resource management research, implicit in the strategies of human resources, is the concept of "fit" or "integration". (Armstrong, 2001)

Numerous studies have focused on researching different methods to align human resources management practices to business strategy.

Thus, we can talk about a matching vertical (human resource activities that are aligned with business goals), horizontal (good use of resources), organizational (matching between a coherent set of human resources practices and other systems in the organization) and the environment (environment focuses on the relationship between human resources strategy and the institutional organization, any organization operating in different institutional contexts and facing specific market mechanisms and institutional).

Ten years later he mentions the existence within an organization of business strategy, human capital strategy and the human resources, not just that of a human resources strategy. (Hopkins, 2011)

According to the author mentioned above:

- business strategy - that defines the direction, position, purpose, objectives of the organization, with particular emphasis on the competitive advantages that can be achieved;
- human capital strategy - talent management concerns within the organization, leadership, organizational culture, all claiming general business strategy;
- human resources strategy - supports the strategic direction and support required by organizing human resources and harnessing their capabilities so as to align human capital strategy.

Therefore, analyzing the literature, it can be seen that there are various approaches to defining human resources strategies, which clearly led to an evolution of the concept. We can identify features that human resources strategy must meet criteria that should be taken into account, but little discussed work and research in the field are issues such as those involved in developing and implementing human resources strategy, the role of subsidiaries the adoption of human resources strategy, location and other details that are not insignificant. It seems that organizations have adapted to this trend and, at least declaratively, have a human resources strategy. But it is effective and supports the overall strategy of the business, was adopted in accordance with it? Who are the people involved in the human resources strategy formulation?

In reality, the human resources manager or the general human resource strategies adopted? Are involved and one and another? What are the characters who should be involved in this activity? Who has the necessary capacity?

In the following, the work will focus on clarifying the latter aspects. We will see which is the capacity of human resources manager and senior manager in adopting and implementing human resources strategies.

## **2. Key persons in human resources strategy adoption and implementation**

Were identified a number of factors that influence decision-making place, including strategic, and hence people involved in the process. (Dunning, 1995)

It is considered that the organizational structure specifies a certain extent apportioning role. Number and characteristics of the decisions that are necessary to influence the decision be taken in respect of persons to participate in decision making and where to place it.

In the case of small firms, responsibility for decisions lies with the owner, contractor. With the extension of a company's size, owner delegates responsibility for some decisions of persons appointed by him.

If the firm is a multinational network of people who make decisions increases the functional managers, by product specialists.

Factors identified by Dunning (1995), which would cause the actors involved in decision-making are presented in the following. (Table no.1)

**Table no. 1 Factors that determine people involved in decision making**

<b>Factors</b>	<b>Degree of influence</b>
• owners nationality	US firms are more centralized than those of other nationalities
• proportion of holding stocks held by the parent company	fully owned subsidiaries are more centralized than the partial
• the date of implantation in the host country	decreases while centralizing
• method of implantation	newly created subsidiaries are more centralized than the procurements
• subsidiaries size	large branches are more autonomous than small ones
• industrial factors	subsidiaries in certain industries (chemical, mechanical) are more centralized than in others (food)

• the degree of integration inter-branch	centralization increases the level of intra-firm
• branch performance	the poor performance reduce the autonomy
• the organizational structure	geographical organization is less centralized than the other

Sursa: Dunning – *Multinational Enterprises and the Global Economy*, Addison-Wesley Publishing Company, London, 1995, pag. 225

Currently attempting a reduction in policy autonomy subsidiaries. Role subsidiaries are in the process of transformation.

With globalization, it is observed that reduces power branch manager and integrated way of thinking global multinationals, some national managers accepting such a transition easily, others not.

In the support of a comprehensive national managers creation, they are frequently rotate in different regions, so as to benefit corporate managers worldwide, placing them in positions that suit them best.

Through strategic reassessment of the role of the subsidiary, it seems that it has the following characteristics:

- local governing councils with representatives from central and powerful people from outside;
- branch managers are active at multiple levels of the company;
- strong links with managers in other countries, with the opportunity to take the lead as active participation in company policy;
- implementation of a corporate culture on how to act and mission.

## 2.1. Human resources manager ability in the human resources strategy adoption

The ability of a human resources manager is important for the efficiency of designing and implementing a human resources management system. In general, the capabilities of the human resources manager include using business knowledge to facilitate human resources issues, ability to initiate change or help employees plan changes and the ability to coordinate redirection appropriate human resources to strategic changes of company. (Wei and Lau, 2005)

An human resources manager is more capable, how could discern any inconsistency or failure of human resources system and therefore can initiate adjustments to remedy the incompatibility system. The ability of a human resource manager is very important. A broader scope of these skills and competencies of the human resources manager will help find a much wider variety of human resources practices that are necessary to achieve what is called "matching horizontally".

The ability of a human resource manager influences determining what is called "matching vertical". Designing a sophisticated system of human resources can be better achieved only if the company's strategy is fully understood by the human resources manager. (Huselid et al., 1997)

Therefore, the ability of a manager of human resources, especially in terms of skills in understanding and analyzing business strategy will affect achieving matching vertically.

In conclusion, human resources manager's ability is positively associated with achieving both types of "matches" that ensure Strategic planning of business are an important tool for designing long-term objectives of that business. This process is detailed in the nature of the activity is considered and designed properly, is considered a method in future competitiveness will be planned and projected.

## 2.2. Senior manager's ability in the human resources strategy adoption

Capacity and support senior managers is also essential for a firm in policy vertically and horizontally.

Organizational competencies can be used as potential sources of competitive advantage. As an important type of organizational skills, management skills refer to the ability of strategic leaders to create and adopt a strategic vision of an organization. (Lado and Wilson, 1994)

Top managers skills in strategic business process is critical to achieve an organization's competitive advantage in the market. Managers at the top level have an important role in the implementation of the business strategy and therefore they impose their influence on different functional activities, such as the design of human resources systems, relying on the knowledge and insights of their taking into account their strategic and business prospects. The relationship between the adoption of strategy and functional performance reflects the link between strategy and human resources system, which means "vertically fit".

In addition, the support shown by the top managers human resources function in adopting a series of internal human resources practices compatible, has an impact on matching human resources system itself and also its business strategy.

### 3. Conclusions

A phenomenon that was spun off from diversification and development organizations was to identify suitable human resources strategy. Thus, while literature was shaped, over the years, a variety of approaches to human resources strategy, even now it is a matter of real interest in the field.

By realization that human resource is the most valuable resource of any organization, regardless of size and scope of its activity, the attention paid to it is certainly not just one time, it will always be one of the current business environment, having a continuous nature.

There is a model of human resources strategy successful. This must be customized according to the business strategy of the organization of its specificity, its organizational culture, must be folded perfectly with the values and mission of the company.

The role of human resources is essential in any organization. Whether make decisions vital to the firm, it outlines a direction to follow to put into execution that those already established, it is undeniable that is at the center of any action. Capabilities and knowledge of important processes such as survival depends on an organization or, why not, winning a top spot in customer preferences, entering and conquering new markets.

Leading a crucial activities in the organization, namely the development of overall business strategy, is certainly skill involved personnel.

If small companies, all activity, all decisions fall exclusively by the owner.

With increasing size of organizations, roles are changing. It must clearly know who is responsible for taking decisions of any kind, including those of policy, who is involved, where decision making occurs in the case of a parent company and several subsidiaries.

If we talk about multinationals can create a real discussion about those involved in setting strategy and place it etc adopted.

In literature are specify a number of factors that influence the two issues mentioned above.

It should be noted that from the above, it appears that the role of subsidiaries in adopting strategies is limited.

Some of the most important actors involved in policy making are senior and human resources manager from parent company. We must not disregard the role of operational managers in implementing strategies implicitly and those of human resources.

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