

HUMAN RESOURCES AND HUMAN RESOURCES STRATEGY – STRATEGIC PARTNERS OF AN ORGANIZATION

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Abstract

This work is purely theoretical, based on information in the literature, but also on their correlations. The text does not have a generalized, but are personal opinions and conclusions.

The objective of this paper is to present particular emphasis to be placed today on the implications of human resources of an organization and human resources strategy have on vital processes within any organization, namely strategic planning, implementing changes and achieve competitive advantage. Organizations should have easily adaptable employees with skills needed to meet customer needs and adapt to permanent changes in the environment in real time.

The goal of any organization is to attract more customers to get a favorable market position and competitive advantage against competitors. To achieve these goals, the role and importance of human resources in an organization has evolved into a considerably. Being accepted as a strategic partners of the organizations, human resources begin to be involved in determining strategy, decision-making on the organization as a whole.

The emphasis in this paper on presenting the importance of human resources and human resources strategy in an organization, the special role that they have in supporting the overall strategy of the organization through strategic planning, implementation of organizational changes that are so necessary to adapt company's current customer requirements, can be a focal point for business and cause awareness among key stakeholders in a company, the need straightening attention to the foregoing.

Keywords: human resources, human resources strategy, organizational change, competitive advantage

JEL Classification: M12, O15, L20

1. Introduction

Over time, the role of the Human Resources Department in an organization has evolved considerably. Over time there was an awareness of its importance in any organization. Thus, although initially its role was a simple "personal manager" (during the 70s), then this i added the control and alignment with laws, then one of "implementer". Since 1990, the emphasis on the importance of human resources in a company, recruitment, employee assessment, reward and training leading to the award of the role of "expert" to the Human Resources Department.

Studying literature we see that with the evolution of the role of the Human Resources Department in an organization, there was an evolution of the role of human resources in a company.

So, within a decade there has been a strong awareness of the role of human resources in developing the organization, so that as of 2000, they are assigned the name of "human capital" and become a "strategic partner" irreplaceable in achieving objective of any organization, to meet diversified customer and obtain a competitive advantage compared to other companies.

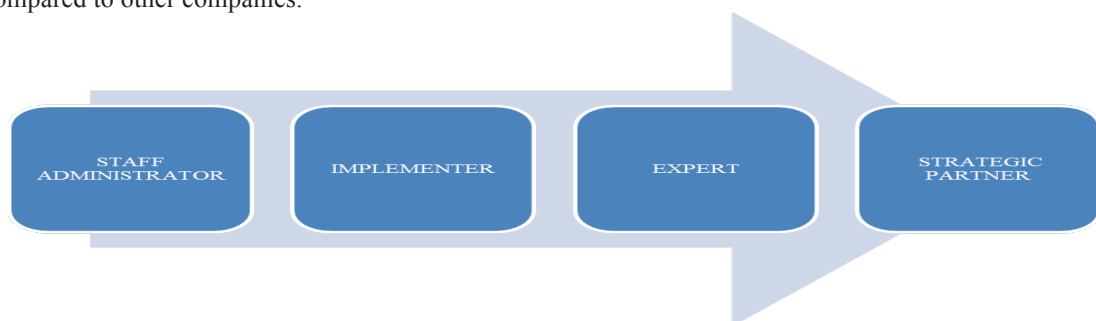


Figure 1. The evolution of the Human Resources Department roles in an organization

Source: Our own adaptation

Currently, we are in more than a decade since the last transformation of the role of the Human Resources Function in a strategic partner. This implies a human resources of an organization in its strategic decisions. The period that began to put a special emphasis on human resources strategy and the beneficial effects it can have on organizations.

The link between human resources and the role they can play in making and implementing strategies an organization was presented by Golden & Ramanujam since 1985. According to them [1]:

- HR involves strict administrative work, involved in salaries administration;
- Human Resources Strategy is derived from the business strategy;
- Human resources are part of the business strategy;
- There is a perfect alignment between Human Resource Management and business strategy in an organization.

On the other hand, currently we can talk about the existence within an organization has a business strategy human capital strategy and the human resources [4].

- Business strategy is the one that defines the direction, position, purpose, objectives of the organization, with particular emphasis on the competitive advantages that can be obtained;
- Human capital strategy refers to talent management 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.

Human Resources Strategy recognizes the strategic partner role of the human resources in the process of achieving organizational excellence in all respects.

At present, the most striking change in the role of human resources is the growing importance that they have in developing and implementing the overall business that has a certain organization.

Traditionally, the strategy was the company's plan for how it will balance its strengths and its weaknesses internal to external opportunities and threats, in order to maintain a competitive advantage, which is its core role.

Today, the definition of business strategy is somewhat different. Strategies depend increasingly on strengthening and building organizational response team work and all these human resources assigned a central role.

The key to competitiveness in an era of rapid change global orientation towards quality industrial environment is represented by the human resources of an organization, only able to provide this competitiveness.

Now, it has become increasingly common to involve human resources action early stages of developing and implementing the strategic plan of the company. So not only react to human resources strategic plan already adopted.

The strategic role of human resources may be essential for managers who are challenges.

The partnership between human resources and managers, creates the difference from its competitors by offering superior quality customer service, high quality products with much better features.

People are behind any success. Technological equipment have new ideas, so as to solve the problems that inevitably arise, or take advantage of opportunities in the external environment.

Only people through the process of thinking, can make a difference. The way people are involved and use a company varies greatly, depending on the human resources strategy available to each organization.

2. The strategic role of human resources in implementing organizational changes

At present, organizational changes proved to be inevitable for companies today, becoming a common practice not only for multinationals but also for medium and small companies and non - profit.

It is very difficult for organizations to keep up with changes while at the same time, the stakes are growing. Hierarchical structures and organizational processes that have been used for decades to support and improve enterprises are no longer useful to deal with this rapidly changing world [3].

Today any company not rethinking its direction at least once every few years, and not constantly adapts to changes under context - and then quickly make significant operational changes, is faced with a situation of danger.

Organizations today cannot ignore the daily requirements, but must adapt continuously to identify the most important threats and opportunities early enough to make creative and strategic initiatives to implement them fast enough. This adaptation causes numerous changes in the organization.

Always changes made within an organization affects its most important asset - people.

Implementation successful depends on changes in a heavily on employees' attitude, behavior, their thinking.

Human resources strategy can be a key to success in change in the organization through high performance work practices for human resources, such as selecting the best employees, rewarding exceptional performance, employee development, etc.

According to the authors of the literature, a human resources strategy always involves thoughtful use by a company human resources so as to help gain or maintain an advantage over its competitors in the market. A strategy is

a course of action chosen in order to achieve certain objectives. At present, the main objectives of human resources are to be sensitive to changes and challenges. Globalization has led to new business issues focusing particularly on: customer satisfaction, high quality of products or services, payment plan based on performance, retraining employees and other challenges [2].

However, the current business environment has led to a multitude of opportunities and challenges for organizations. Most companies operate in global markets, is required to have an approach, but also world-class products and services.

Even if a company decides to operate in local markets, it has to face global competition as a result of opening markets and, therefore, cannot remain a passive local player. Corporations should think globally when it comes to competition. All human resources policies should be aligned with corporate business strategies and its plans.

Today, organizations cannot escape the reality of the challenges and problems, which is a core responsibility of human resources strategy.

3. The human resources strategy and business strategic planning

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.

A variety of factors must be considered when there is a business strategic planning. Among these are: resources needed and available, skills, technological capabilities, product lines, market share, position, financial capital.

Through strategic business planning process, carry out a detailed analysis of the strengths, weaknesses, opportunities and threats.

Strengths and weaknesses are internal factors, while opportunities and threats are external factors affecting a business. Different aspects of the business, such as products, markets, finance, human resources, technologies are studied in detail, taking into account short-term business plans, long-term, product differentiation, market share, financial implications. In addition to attention to market products, finance and technology, focusing on the organization's human resources is one of the key aspects of strategic business planning process. This is just good asset management, employees can meet its business objectives, such as the financial, product, marketing, sales and profit targets. A business strategic planning well organized, comprehensive, focusing on all aspects at all levels, can lead to a very good performance of staff.

Strategic business planning is a continuous process, the organization must follow the progress of its strategic business plans over time, learn to compete with its capabilities. Business capabilities allow it to gain an advantage over its competitors. This capability is only generated and developed human resources in the organization [2].

If the company wants to diversify its products, start a new business or expand an existing one, is both inevitable and essential examination of human resources at its disposal, to be qualified in this respect, their availability, their numbers.

If absolutely all other aspects of running a business are favorable, but not human resources, the organization cannot develop or maintain business growth path. A growth process always involves human resources.

Human resources helps prepare strategic business planning by creating a vision, roles and structures on the one hand, and through activities such as recruitment and selection, training and development, communication. Environmental impact of human resources business is undeniable.

4. The role of human resources in gaining competitive advantage

Competitive advantage means a superiority gained by an organization when it can provide the same value as its competitors but at a lower price, or can charge higher prices by providing greater value through differentiation. Competitive advantage results from matching core competencies to the opportunities [5].

In the same idea, it is an advantage that a firm has over its competitors, allowing it to generate greater sales or margins and/or retain more customers than its competition. There can be many types of competitive advantages including the firm's cost structure, product offerings, distribution network and customer support [6].

By formulating the overall strategy should be carefully examined the consequences that increase competitiveness has to support the company in determining skill and sustain competitive advantage.

Achieving competitive advantage is the objective of any organization. We represent a certainty of its realization for company products or services that meet customer requirements, much more appreciated than those of competitors. If achieving competitive advantage is a challenge for any organization, keeping it is a hard goal to achieve.

Many variables must be considered when it comes to how competitive advantage can be achieved. Of

these, certainly, the most important are the human resources available to the company.

The authors who have studied closely which means competitive advantage and how it can be obtained concluded that there are potential sources for any firm achieved. An important source of competitive advantage is innovation, and its main feature is its obtaining an extended period of time, and not from development opportunities for the chance of a short duration. But those who support the utmost to achieve this objective are the human resources of an organization. Over time proved to be the only source of inexhaustible creativity of the company's most valuable resources available to it.

5. Conclusions

In the last two decades, managers have learned to play by a new set of rules.

Although it is a valuable difficult for organizations to keep up with changes, they must be flexible enough to react quickly on the market and competition requirements. They should always be looking for the best practices and competencies so that it lies above the competition in this race. Strict adherence to a strategy set for a period of several years, it may be, given the existence of a dynamic market and technologies are constantly changing, something absolutely devastating to an organization. At the same time, they lack is something unacceptable. An organization must establish clear objectives, strategies to achieve them, but it is particularly important to have the human resources able to fold on what the company wants. The human resources of an organization aiming to be the only ones able to support the company in its steps towards success. The role of strategic partners for human resources of an organization in this period is essential because competitors can quickly copy any rivals strategy and competitive advantage should be regarded only as temporary. The human resources are the only who can gain this competitive advantage and maintain it.

Certainly most companies have made a considerable effort in becoming more flexible, more agile and easier to adapt to the demands and the constant changes in the environment. Failure to adapt to these conditions can be considered as self- destructive, and not an inevitable result.

In conclusion, particularly important processes within the company and are necessary, such as strategic planning or implement changes necessary for keeping pace with customer requirements and gain competitive advantage, are dependent on the involvement of human resources and the establishment of a clear strategy of human resources.

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