

DEFINING CHARACTERISTICS AND PARTICULARITIES OF HUMAN RESOURCES MANAGEMENT IN THE REPUBLIC OF MOLDOVA

BUICLI OLGA

PHD. STUDENT

THE ACADEMY OF ECONOMIC STUDIES OF MOLDOVA,

e-mail:leolea17@yahoo.com

Abstract

In this article are presented the aspects and the defining conceptions of the human resources management, their importance but also the necessity of some major changes in this domain from the autochthonous organisations. In this context, we are aiming to enhance economic efficiency of the companies from the Republic of Moldova by the help of the improvement of the human resources management. Elements, peculiarities, definition and evolution of the concept human resources management are presented in the vision of different authors. In case of the organizations from the Republic of Moldova the modernization of the old habits dominated by the authorities, the absence of a professional approach of the human resources, represents a significant change, which must be fulfilled and which led to the necessity of the approach of this problem.

In conclusion the potential of the human resources and implicitly of the management of the human resources are emphasized by the help of scientific arguments, as also the proposals, which would contribute to the improvement of the situation in this domain of activity.

Keywords: human resources, human resources management, organisation.

Clasificare JEL : M10 ; M12 ; M54.

1. Introduction and context of the study

We are living in a society of knowledge, in which the human being is becoming increasingly an essential resource for the achievement of the success in business, while the human resource management becomes a strategical element in frames of all organisations.

We are living in a society that is in a continuous change, while the acceleration of the economy at both national and international level transforms the human resources management into a strategical and important element in frames of all organisations.

In the actual conditions, when the competitiveness among organizations is in a continuous growing, the employees represent the most effective resource because just people are able to adapt, to create value, to acquire new knowledge, transforming themselves into strategical resources that should be managed cautiously. The human possibilities haven't been released yet and completely discovered, while the malfunctions and the crisis indicate the fact that the managerial system shows deficit at the level of autochthonous organisations. Thus the quality of human resources management constitutes the main instrument of the success and performance of all organisations.

The economist Schulz, who received the Nobel Prize in 1979, asserts that the economical development depends on the application of knowledge, calling this economical aspect „human capital”, taking into consideration of all human abilities, that are innate or achieved.

Concomitantly human resources management represents an unique, complex system that presupposes the continuous improvement of the activities of all employees in order to achieve the organizational objectives. The complexity of the character of resources management consists first of all in its main composition and especially in the microeconomical composition, where the human resources represent the *totality* of the employees of an organization, while the human resources management is carried out usually in institutions and organisations. In an approach at the

macroeconomical level the human resources are the unique inexhaustible resources of creativity, solutions and of new, authentic, redoutable reasons.

Republic of Moldova, ex-state with centralised economy treats and assimilates with difficulty the basic elements of the modern human resources management. This is the reason why at this moment a significant change, which shall be registered in Moldova, is the change in the domain of the human resources management. It should be replaced the old methods based on responsibilities and authority with practices that increasingly emphasize the development of the individuals. A well-prepared and developed person can provide something valuable and efficient for the management of an enterprise. This strategy is not so easily accepted by the managers of the second age. The more difficult is accepted the new, the less succes will have the business in Moldova, especially on the international markets of goods and services. Just those who approach professionally the human resources dispose of all chances to achieve performances.

Taking into consideration the chosen theme, in conclusion are emphasized through scientific arguments the potential of the human resources and implicitly of the commitment of human resources, as also the brought forward proposals, which would bring contributions to the improvement of the situation in this domain of activity.

2. Defining characteristics and the significance of the human resources in frames of organisations.

The society is in a continuous development while the human being, placed in the center of the organization, is associated with more terms such as: „workforce”, „human resource”, or „human capital”, which are present nowadays in published literature[2]. On this way we are aiming to explain the respective terms.

The first preoccupations with the human condition appear in the middle of the XIIIth century, when the French doctor Armand de Villeneuve studied the professional diseases, emphasizing the role of the ambiance factor (library, Live Register). Besides that it can be mentioned the studies of Leonardo Da Vinci, Galilei, Descartes, Borelli, etc.

According to the opinion of Aurel Manolescu the human resources represent the „organisation” itself [1].

In the same context Boudreau and Milkovich affirm that in spite of the fact that the technical installations, technical equipment or financial capital are important, the human resources in a particular regard are even more important[10].

For an efficient administration of HRM shall be understood the factors that have impact on the people’s behaviour in the work environment. It includes:[4]

Knowledge – is the result of the educational system, from which benefits an individual, sometimes concentrating more on those aspects connected with the professional training in a particular domain;

Aptitudes – are the innate characteristics of an individual. They can not be created, but just activated or developed, some of them being sometimes in a latent, inactive state until the moment of their request;

Skills or abilities – are the result of the implementation of practice of the theoretical knowledge by the help of the contribution of aptitudes;

Blood caractereology – another factor that characterizes the human resource;

Attitude - represents the intention of an employee to work, to become more useful at the workplace, to fructify the whole professional competence;

We shall recognize that in Republic of Moldova many of the concepts, methods and procedures of the theory of the managerial practice are inappropriately approached. Taking into account all the aspects that were presented above, in case of an personal employment, they would change the situation to a positive direction.

Not coincidentally Bill Gates, the founding president of the company Microsoft, stated in 1992: ” If 20 from my best people, with who I work, leaves me, in some months you will not hear of Microsoft anymore” . This assertion represents an unequivocally acknowledgement of the fact that the human factor in the present constitutes the strategical element, on which depends a good conduct of business activities at global level[11].

The human resources dispose of specific significances in contrast to the other resources and in this context Rensis Likert underlines that from the all tasks of the management, the leadership of the staff is the most important because it depends on the way how good everything is carried out in an organization[8].

We continue the row of the significant aspects:

- The only resource with the capability of making own decisions or not allow to be manipulated or influenced;
- The only resources with a potential of increase and development, as also with the incapacity to know and overcome its own limits;
- It constitutes a special human potential, which shall be understood, motivated, trained for acheiving the organizational objective;
- They are the first stategical resources;
- Resources with immobility to changes[12].

3. The definition of the human resources management within the organizations and its evolution.

In the scientific literature, the term of human resource management has known several opinions. It is a relatively recent term, more modern, to which during the development of the society has been assigned multiple expressions, such as: ”stuff administration”, ”industrial relations”, ”managing of the stuff activities”, ” employee development”, ”stuff management”, ” human resource management” etc.

In the opinion of some authors, the management of human resources stem from the general management. Today, the term is more and more familiar and requires a total approach or treatment, global, interdisciplinary and professional to the staff issues within an organization[8].

The main differences of the two approaches can be seen in **Table 1**. During the analysis, we note that both approaches ”stuff management” as well as ” human resource management” are equally important.

Table 1. Essential differences between human resource management and personnel activity.

Human resource management	Personnel activity
Investing with authority	Control
Creativity	Rules
Productivity	Procedures
Indications instead of cooperation	Reactions
Optimising of the human resources	Answer degree
Human resources regarded as an investment	Human resources regarded as a cost

Source: [14].

"Human resource" refers to the fact that any individual, if they create the necessary conditions, can grow and develop. This fact denotes the essence of the human resources management to teach the managers how to create those conditions that will allow the employees to produce more.

David Guest (1989) is the first one who addressed the question which is the difference between "personnel" and "HRM". Many authors have given an answer to this question, the first one being Armstrong, who appreciated this fact as: "the human resources management could be just an old wine in new bottles"[3].

John M. Ivancevich and William F. Glueck noted the fact that the term does not only reflect a concern over the organizations and people in the organization, but also to whole societies, in terms of people's problems[2]. Miller believes that the human resources management should not serve only the employer, but should also provide the employee's interest and hence, of the entire society.

The same view has L. R. Hilgert, and namely that it indicates the fact that the problems in organizations relate to all managers and not just to those from the personnel category[6]. For some researchers in the field such as: R. Mathis, D. De Cenyo, G. Milcovich, A. Manolescu and others, there is not a content difference between the personnel management and the human resources management, but rather a difference in terms of the optics of the human resources approach within organizations[2].

Currently, in indigenous state enterprises, but also at much higher levels of organisms, they continue to use the traditional concept of "personnel management", where the staff is considered to be the "work force". In order to exceed the actual situation in the Republic of Moldova, they should focus on the training of specialists in the field of human resources management. The term "human resources management" has a large number of definitions, where, the difference is made by certain certain features.

In opinion of A. Manolescu and V. Lefter it represents "the ensemble of activities relating to human resources ensuring, a wide coverage concept that refers to the philosophy, policies, procedures and practices with which employees are guided"[7].

R. L. Mathis and P. C. Nica are focusing more on the process, saying that human resources management involves continuous improvement of all employees in order to achieve organizational goals and mission [9].

Through an analysis of the definitions above, we find that they represent some additions from each author, according to the completed period of the human resources management evolution,

depending on the enterprise or social and economic realities. In a more detailed analysis of these definitions, we can say that human resources management had a rather “evolutionary” than “revolutionary” appearance because it has developed from the personnel management.

From the point of view of some foreign authors:

- The English researcher C. A. Cole mentions that: “the human resources management involves the role of guidance of a collective, which refers, in essence, to the mastering and directing the efforts of the people in order to achieve the purposes of the organization[5].
- Regarding Fisher, Shaw, “the human resources management represents the assembly of decisions and managerial practices that affects and directly influences the people or the human resources who work for the organization[3].
- The two definitions have a common feature and namely that they are expressed in structural terms that describe the human resource management as an organizational function.

4. Evolution of human resource management.

The evolution of human resources management has taken place together with the development and processing of the organization. H. Foyal and F. W. Taylor, as a preoccupation of the organization before the 1900 year, bring attention to the improving of the work organization and the concerns about its scientific organization. There arise concerns about taking employment, dismissal, salary decisions etc.

After 1900 there come up specialized management functions and concern to improve the sanitary conditions, in this way, coming out the first personnel compartments. The years 30-70 are characterized by the adoption of laws regulating the major issues concerning trade unions activity, collective bargaining and relations unions – management. So that today, the importance of personnel field and its responsibilities take shape.

During the 60-70 years, the importance of the activity of the personnel compartment increases and they become more professional, so that during the '80 years the strategic role becomes essential, but from '90s until now, this area has known a series of phenomena that affect this brunch, such as the economic changes that will affect the employing, demographic and work force changes, the changes in social values and some other new issues.

Today, this extensive area approaches the problems of the people within organizations much more carefully and with a much greater attention. However, an essential requirement felt actually in the Republic of Moldova, is the training of specialists in the field of human resources management. The perceiving of the whole actual content of the HRM can be achieved through the knowledge of its development stages:[2;16].

The empirical phase is common for the most ancient times and includes interests in the field until the end of the 19th century. He who owned capital had a dual role: the role of the owner and the organizer of the production process.

The welfare and prosperity phase is the dash phase of the capitalism, when they begin the concerns about improving the working conditions and ensuring employee facilities.

Personnel administration is a characteristic for the period between the two world wars. There begins to take shape the personal policies, through which to humanize work, a special interest being given to the individual employee characteristics.

The personnel management was divided into two phases. The one of development, common for the second world war and the '50s years.

The maturity phase, common for the 60's – 70's years, being characterized through a wider approach of the human resource issues, through a deeper involvement of the personnel managers in the human resources strategy.

Human resource management is the stage of which we can talk only in the 80's and the beginning of the 90's years of the 20th century, by introducing the concept of human resource management in American universities.

The personnel function loses importance. Now the HRM experts are interested in enhancing the employee involvement in the organization activity and in the passing of the human resources strategies in the context of the global strategies of the organization[13].

In this way, we can say that the most important changes that have been done are the following:

- the personnel is well trained and educated;
- the employees know their rights;
- the relationships between employees become increasingly complex;
- the human factor becomes the most important resource within organization.

All these, in close connection with the necessity and theoretical training preoccupations and the practical transposition of some requirements of the market economy generated, mainly of competitiveness, flexibility and innovation, have made so that the human resources management to occupy an increasingly more significant place in organizations, in order to ensure the success of the organization through people[13].

5. Conclusions

The importance of human resources management gets today an essential place in the economic sector. The term of human resource has developed considerably until nowadays. We see a need of some major changes in order to ensure them a better administration; the current trends of development of the human resources management in the world theory and practice, but also in the Republic of Moldova.

By developing this study, we have tried to satisfy the need for information in the field of human resources management, to contribute to filling a strong gap felt in the literature, to materialize in this way our concerns manifested in this well-defined scientific area, but with a less known issues, and sometimes, erroneously interpreted.

Any social-economic activity can ensure its success by using the human resources in a rational and efficient way. In this sense, the chosen theme is a highly topical one.

The success, performance and competitiveness of organizations depend strongly on the content and the quality of the human resources management.

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