

CONSIDERATIONS REGARDING THE EFFICIENCY OF HUMAN RESOURCES MANAGEMENT AT THE ORGANIZATIONAL LEVEL

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Abstract

One of the key elements that determine the success of a company is the efficient management of human resources. To do this, firstly, it is important to carefully organize every process in which employees are involved and secondly, to have a thorough knowledge of all positions in the company. The first part involves planning in the field of human resources, and the second - the analysis of labor. Despite the fact that these are two separate activities, there is a close connection between them.

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Clasificare JEL: M1, M5

1. Planning – a key element for HR efficiency

Human resource planning is the qualitative and quantitative analysis of the needs of the organization and the planning of actions to provide the required human resources. It is a continuous process that is related to other processes within the organization, particularly recruitment, performance appraisal and training. Depending on the overall business strategy, management may decide how to manage human resources in order to successfully implement the chosen strategy. For example, if a company wants to reduce production costs by using new technologies, the company's human resource planning might include a training program for employees to use the new technologies[1]. The strategies on which human resource planning is based vary in nature. They may be acquisition strategies (acquiring new resources), retention strategies (retaining existing resources), development strategies (developing skills and knowledge), utility strategies (related to improving production and cost efficiency), flexibility strategies (e.g., introducing a flexible work program), and restructuring strategies (e.g., downsizing). Depending on the strategies chosen, the workforce plan may take different forms[2]. Once a company has established its financial, production, and marketing objectives, it is important to determine the staffing requirements needed to meet those objectives. It is determined whether certain positions within the company need to be filled, how many new employees are needed, or how many employees will leave the company after a certain period of time. At the same time, it is important that the planning also takes into account the motivation and training strategies of the existing or future employees.

Depending on the proposed goals, the strategies can be shorter or longer. The factors that determine the business strategy are of different types. These include the competitive environment in the industry in which the company operates, the need to develop and market new products, developments in the technology sector or the regulatory framework in which the company operates[3]. In summary, human resource planning allows companies to adapt more easily to the context in which they operate and to provide a clearer direction for achieving the objectives set. Labor analysis is essential in human resource management processes and in planning future actions for employees. This refers to the process of collecting information by dividing a post in its component parts in order to identify what tasks and responsibilities the job requires, what knowledge and skills are required to perform these tasks, and what environmental conditions the

employees are doing who have the post (Rothmann & Cooper, 2008). Labor analysis plays a central role in recruitment, employee management and motivation, performance management, training needs assessment and compensation system.

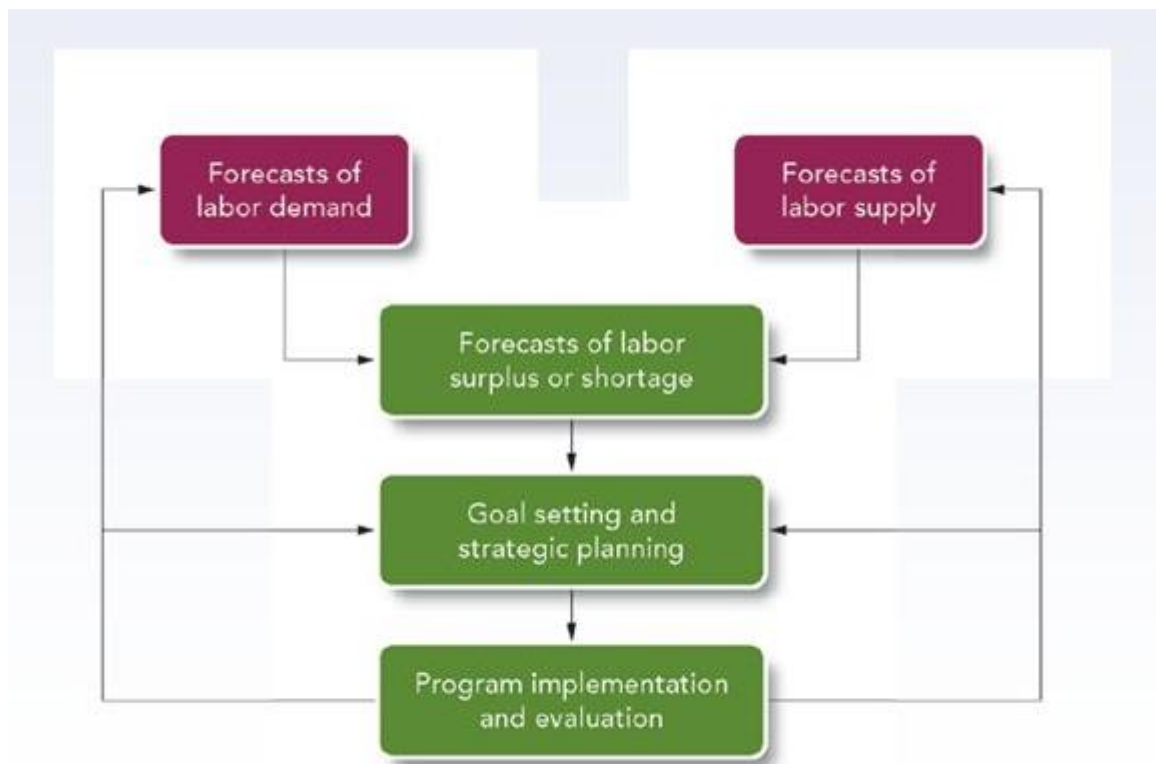
Fig 1. Effective HR Planning Process



There are several ways to work out the analysis of the work (Taylor, 2002). They can be used individually or in combination. The questionnaire method refers to the fact that the analyst can prepare a questionnaire to send to his employees and their direct supervisors. The analyst should inform the people who fill out the questionnaire what its purpose is and what the data collected will be used for. The questions in the questionnaire are mainly related to job requirements, working conditions and equipment used for task performance. Digital distribution of questionnaires is more useful than physical distribution as it allows extraction and automatic data analysis. Another strategy for job analysis is the interview method. This method allows analysts to face employees and is recommended in situations where employees are unwilling to complete questionnaires.

Interviews can be conducted with one employee, with several employees at the same time, or with a direct supervisor who knows the various aspects of the job very well. Sometimes there is a risk that employees will give false information, especially if they feel that the interview could have an impact on job security, promotion prospects or salary[4]. For this reason, it is important that you communicate very clearly the goals of the interview and the purpose of gathering the information. One disadvantage of this method is that it takes a lot of time during which the employees involved in the job analysis are not productive. The diary method requires workers to write down their daily tasks over time, the tasks they had to complete, the demands they encountered and the working conditions they worked under. This method is suitable for situations where workplace activities cannot be directly observed or involve issues that are more difficult to capture with a questionnaire. However, the main disadvantage of this method is that it requires employees to be disciplined and attentive and makes it difficult to complete daily tasks, as employees have to take breaks to complete the diary. The observation method refers to following the employee as he or she performs his or her job without interfering in any way with that job[5]. It is a useful method for standardized jobs that involve a small number of skills, physical activities, or mechanical control of some technologies.

Fig 2. HR Planning Process, MC-Graw-Hill concept



Another strategy of work analysis is the Critical Incident Criteria method, which aims to identify crucial aspects in the performance or non-performance of work tasks. Based on the main objectives of the work, employees are asked to describe the behaviors that enabled them to achieve these objectives. They are asked to describe the work context, the factors that led them to engage in certain behaviors, the resources available that they made use of, which behaviors were effective and which were not. Although a lengthy method from both the analyst and the employee, it allows objective behaviors to be revealed, not just impressions or opinions of employees. Given the benefits of workforce planning and job analysis, companies can have a great competitive advantage if they invest in these activities. Both are complex processes that involve a variety of approaches and methods and some costs. At the same time, they can be a way to increase employee engagement, productivity, retention, and resource management for organizations.

Fig 3. HR Resources Planning (HR Demand, HR Supply)



2. The link between organizational roles and employees efficiency

Organizational roles define, depending on the position we hold within the organization, what behaviors are expected of others - this would be an "everyman" understanding of this concept. For example, if an employee holds the position of bookkeeper in the company, he or she is expected to prepare payment status forms, deduct advances from salary, prepare cash collateral contracts, etc. - all of this constitutes his or her role in the company. In companies, there are two broad categories of roles: assigned or designated roles (formally prescribed work activities that employees must perform, usually listed in the job plan) and new roles that arise from the informal plan. To ensure the most efficient performance of the job, roles must have a number of characteristics without which productivity could suffer greatly:

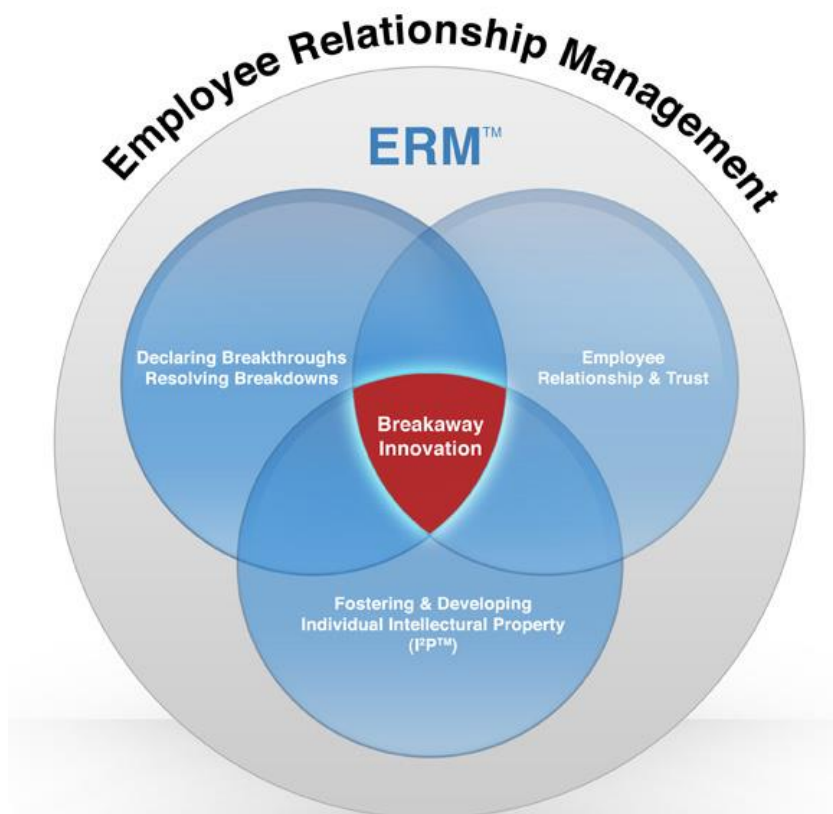
- Clarity - you know exactly what you need to do and how to do it. It contrasts with role ambiguity, the most common case where the employee does not know exactly what they are expected to do in the business - either due to managers having their own unclear expectations of their employees, or even due to individuals not fully understanding what is required of them. The lack of clear and concise assignments leads to a lack of focus on task completion, uncertainty and demotivation;

- Consistency - Ensure that tasks are compatible with each other. Otherwise, conflict may arise when an individual is faced with conflicting expectations. For example, if the employee receives conflicting requests from the supervisor who, on the one hand, tells him to take it easy and try harder, but on the other hand, gives him more tasks to solve;

- Collusion between the different roles that an employee may have, especially in the case of multiple subordinates - for this it is necessary that the managers who assign tasks to the same employee communicate with each other to avoid the situation where the bosses all ask them to solve one task urgently and the employee can only solve them one by one, giving priority to only one task;

- Compatibility of the role with the employee's qualities - for example, not asking a person who has never worked on a computer to adapt to the new IT technology introduced in the company; giving the task of talking to dissatisfied customers to a flamboyant salesperson rather than one who is more timid.

Fig 4. Employee Relationship Management in the context of HR



Besides pursuing these qualities, or more precisely in agreement with them, a manager can consider a number of aspects:

- Clear and concise communication of expectations to employees;
- Feedback from them to check that they understand what they are being asked to do;
- Communication between managers before assigning a task - as far as possible, it would be good to have only one person assigning tasks to an employee after all managers involved have been consulted first;
- Maintaining some degree of role flexibility - as far as possible and depending on the specifics of the task, it is desirable to give the employee some freedom to do what is required, in a way that suits their personality, as long as the end results are the expected ones.

When managers ensure that all of the above requirements are met, when we are dealing with employees who know what to do and how to do it, they exponentially increase the chances that tasks will be completed quickly and well and that their company will successfully achieve its goals.

Lifelong Learning and Employees Efficiency

Continuous learning and development of employees and their professional skills are essential elements for the efficiency of the team and the projects it develops, especially in a time when everything is changing and knowledge is the fundamental resource of companies. However, managers often face resistance from their employees to develop themselves. In order to generate interest in the learning process, the manager must clearly communicate its importance in achieving professional, personal and organizational goals. Continuous learning is a bidirectional process that requires the involvement of management in addition to the active participation of employees, since employee feedback must be monitored and analyzed from the perspective of continuous development. To make the company a promoter of continuous learning, the literature recommends: systematically solving problems, experimenting with new approaches to activities, learning from past experiences and from other companies, sharing information throughout the company [6]. Without stimulating the continuous learning process of employees, companies repeat outdated practices, make superficial changes, and produce short-term changes. In order for a company and its teams to evolve and take advantage of new opportunities, it is important that employees continuously improve their skills and knowledge to increase the efficiency of their operations. However, according to American educator Malcolm Knowles, adults are self-centered in the learning process and want to know the relevance of the learning process before acquiring certain information. Therefore, managers need to go through three important stages:

Stage 1 - Understanding the factors that make employees avoid learning and skills development activities:

- Lack of time - for many employees, these activities are not a priority, and since their current jobs keep them busy, they will most likely resist or delay learning and developing new skills.
- Lack of information structure - team members are aware that continuous learning is required to update their knowledge in the field, but they probably do not know what to start with.
- Low confidence - if employees have failed to acquire new knowledge in the past, they will most likely be hesitant to avoid a new failure.

Stage 2 - Motivating the team to adopt a beneficial style of learning and developing skills through a set of strategies:

- Recognize learning styles - People have different learning styles - visual, auditory, or kinesthetic. If your team members are hesitant to learn something new, they probably had a negative experience in a training session that did not match their learning style. Once you figure out each employee's specific learning style, you can guide them to development opportunities that match their learning style.
- Setting learning objectives - is based on what is deemed necessary by management and why employees want to learn. Start by finding out what is most important for employee development from each team member's perspective in their current role. Later, talk with him or her about what can be done to improve your goals. When you set a specific learning goal together, the benefits become tangible for team members and motivation increases.
- Link learning goals to professional and personal goals - Communicate to your employees the importance of learning how learning sessions can help them achieve their professional and personal goals and increase team effectiveness. Use tools like Goal Management to align your employees' goals with those of your organization. Set specific learning and development goals that employees need to achieve as part of their current job.

- Emphasizing short-term benefits is necessary because adults choose to learn because of the immediate impact that decision will have on their job/life. Therefore, it is important to communicate the short-term benefits of training and how it will directly impact team members.
- Encouraging relationships and learning from colleagues. In social theory, psychologist Albert Bandura explains that many people prefer to learn from each other through observation, imitation, and modeling. Therefore, it is important to give employees the opportunity to learn from a mentor or group. For example, you can organize short learning sessions for your team or ask team members to share their knowledge in meetings. Highlight successes - make sure you acknowledge the improvements your employees make in their work when they apply newly acquired skills. Even if you can not reward a team member, you can make them feel like their accomplishments are highlighted.
- To give an example - team members are less likely to engage in learning and professional development if the supervisor does not do the same. So, ensure that you are actively engaged in a process of learning and continuous development and share the knowledge you have gained with your team members.

Stage 3 - Embedding feedback and improving the lifelong learning strategy to refine employee abilities, increase productivity, team efficiency, company performance.

A proactive approach to lifelong learning plays a vital role in the success of an organization as the business environment becomes increasingly competitive. In this way, organizations will be able to respond creatively to the challenges of the market.

3. Conclusion

The evaluation of organizational and institutional effectiveness has become more and more of a necessity over time. This has occurred for at least two simple reasons: First, resources of any kind - material, financial, informational, and human - have always been and continue to be limited. Second, every organization or institution functions, exists with a mission, with goals that must be achieved using available resources, without which (mission) existence is not justified. The survival of an organization requires effective management, which generally means doing what is needed, given the available needs and organizational resources. In what is HR considered, the speed and effectiveness of integration determine employee loyalty, commitment, productivity, and lack of ownership. Thus, the basic stability and effectiveness of organizations depends on their ability to integrate new members. Efficiency is the quality of the results of actions performed by employees and managers. For example, consider an employee who works in the sales department. If he is effective, he will make sales consistently. If he is ineffective, he will have difficulty persuading customers to buy. Companies often measure effectiveness through performance analysis. Employee effectiveness has a huge impact on the quality of a company's products or services, which often determine the company's reputation and customer satisfaction.

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