

HUMAN RESOURCES - IMPORTANT RESOURCES OF THE CONTEMPORARY ORGANIZATION

Elisabeta-Emilia HALMAGHI*, Lidia-Marinela BĂCILĂ**

*"Nicolae Bălcescu" Land Forces Academy, Sibiu, Romania

**"Lucian Blaga" University, Sibiu, Romania

emmahalmaghi@gmail.com, lidia.bacila@ulbsibiu.ro

Abstract: *In this paper we started from the idea that the most important strategic resource of an organization is people. Without people, the organization's other resources could not be operational, and the organization could not fulfill its established goals. Therefore, in order for an organization to grow and become competitive in the long run, it must invest in training the employees. It is true that this investment has high costs, but well-trained, creative, adaptable, motivated and involved employees in achieving the organization's goals generate positive changes in all its structures. Taken into consideration all the analyzed theories, we tried to demonstrate that an organization will become stronger, more adaptable to changes in both its internal and external environment and will meet its established goals becoming a successful organization.*

Keywords: human resource, organization, strategic resource, organization's success

1. Introduction

Over time, the role of human resources in the organization has evolved, being mainly influenced by the change of concept regarding the position of man towards the subject of work. Thus the technical systems were adapted to the requirements and needs of the human, as well as the entire organizational structure, the system of norms and regulations to the needs of the personnel. Because of these changes, human resources have gained a special role in the process of innovation and creativity within the organization.

2. Human resource - strategic resource of the organization

The approach of attracting people to an organization for the role they will have in it and not for a vacancy has begun to emerge in the middle of the last century when

managers have had to reconsider their behaviour towards employees and to redesign decision processes and control systems so that employees are fully involved in the work process. One of the consequences of the emergence of new theories of organizations and of modern management was the use of the concept of "human resource".

In an organization, human resources constitute the "creative, active and coordinating element of activity" [1], being considered as "vital resources of organizations that ensure their existence, development and competitive success" [2] and having "a decisive role in achieving the efficiency of using the material, financial and informational resources of the organization" [3].

The success of an organization and its competitiveness stems from the premise

that people are the most valuable asset of the organization. The inefficient management and/or overuse of human resources at the expense of other resources affects the organization's dynamic balance, with negative effects on its operation and development. Therefore, the human resources approach must be made in close connection with the other resources, starting with the organization's fundamental

objectives.

In contemporary society, human resources are the first strategic resources of an organization, replacing financial capital as a strategic resource. Human resources are unique in their potential for growth and development, the ability to know, win and overcome their own limits.

The specific role that human resources have in an organization is shown in Figure 1.

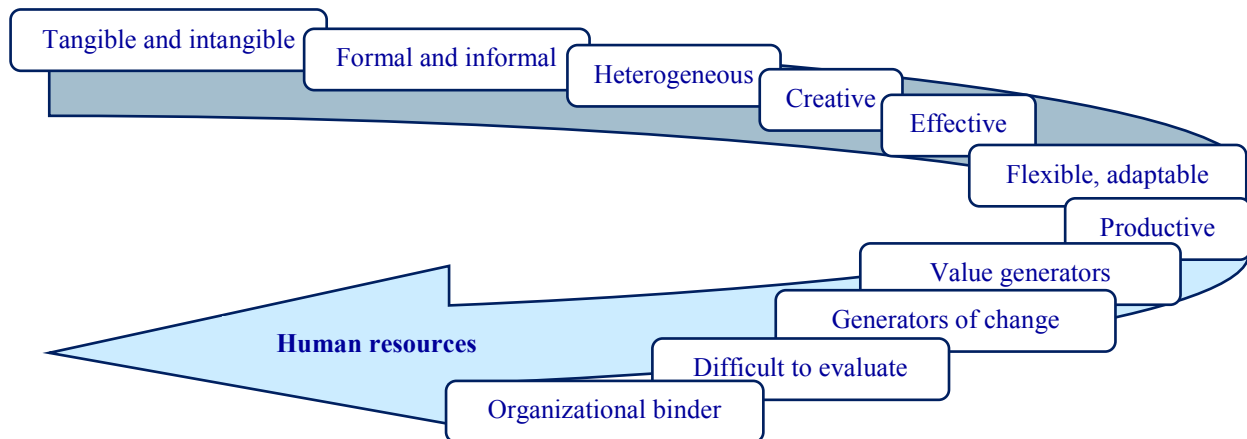


Figura 1: Elements of specific human resources in the organization (personal contribution)

In the following, we will review the specific features of human resources in the organization [4]:

a) *Tangible and intangible resources.* The human resources represented by the people within the organization are visible and tangible resources and the characteristics of the people (qualities, knowledge, skills, manners, aspirations, expectations, values, behaviour, etc.) and their relationships are perceived only as manifestations in the processes of work within the organization without taking physical, tangible shapes.

b) *Formal and informal resources.* Awareness and consideration of the duality of formal and informal manifestations are important to any organization. By strategy, policies, regulations, methods, procedures, etc. people are given a certain way of deciding, acting and behaving (formal elements). In fact, all people in the organization have individual and informal group manifestations (objectives, roles,

behaviour norms, relationships, etc.) that strongly influence the functionality and results both of the individual as well as of the others and of the organization.

c) *Heterogeneity.* Human resources in an organization are different in terms of age, gender, education, professional training, native qualities, knowledge, skills, manners, expectations, aspirations, values, motivations, behaviour, etc. The heterogeneity of human resources may be positive or negative. It is positive when the organization's human resources are complementary and negative when organizational performance falls short of lack of skills, effort or motivation.

d) *Creative.* Creativity gives uniqueness to people in the organization and a value that we no longer meet other resources in the organization. Creativity can be manifested in several forms: scientific, technical, economic, cultural etc. Human resources in the organization show their creativity

through the changes they bring in the tasks they have in the organization.

e) *Effective*. Human resources, due to their efficiency in the use of material and informational resources, determine the performance of the organization. Practice shows plenty of examples when organizations with the same resources and availability get different performance.

f) *Flexible and adaptable*. Due to their intelligence and characteristics (qualities, knowledge, skills, manners, aspirations, expectations, values, behaviours, etc.), people constantly modify their manifestations within the organization, permanently adapting to the internal and external needs and requirements of the organization. The flexibility and permanent adaptation of human resources in the organization has a positive impact on the performance of the organization and helps achieve its objectives.

g) *Productive*. The more a person has superior qualities that are being used by work processes involving the other categories of resources, the more productivity increases. Social practice provides many examples demonstrating conditional labor productivity and productivity by the quality of human resources in the organization.

h) *Value generators*. The human resource is the only creator of value and new, both economically and scientifically. Generating new ideas for products, technologies, leadership methods, organizational solutions, etc. is the exclusive result of human activity;

i) *Change generators*. Due to their professional training, knowledge, skills, motivation and creativity, human resources can make good changes in the work of an organization, leading to progress.

j) *Difficult to evaluate*. The fact that human resources have more specific features, their value, their ability to produce value, or to generate positive effects in the organization is never exactly known.

k) *Organizational connection*. Due to its

specific features, human resources are manifested as an organizational binder, essential for the organization's development and good functioning. Because of human resources, other resources in the organization become operational and interact, and the organization functions as a system.

3. Particularities of human resources in organizations

The specificities of human resources have, in recent years, been the subject of studies that have shown that at the organizational level the human resource plays an important role. We will further emphasize this role by revealing the particularities of human resources of any type of organization [5]:

a) *The human resource is the organization*. Modern society is made up of a network of organizations that appear, develop and disappear, and people are the key resource of organizations, ensuring their development, success and/or survival.

The efficiency and effectiveness of any organization is greatly influenced by the behaviour of people in the organization, by the effort they make. Organizations exist because of people who, although having limited physical and intellectual capacities, know what, when and how it should be done for an organization to grow and achieve its goals.

b) *The human resource is one of the most important investments at the organizational level*. The results in this investment are seen over time because, in the long run, the success or failure of an organization depends on the availability of suitable employees on their posts.

In an organization, staff costs are among the highest: along with pay, an employee will incur costs related to hiring, maintaining and developing. Although it is a long-term investment, investing in people is the one that guarantees the survival of an organization, ensuring the competitiveness and future of that organization.

c) *the human resource must be understood,*

motivated and trained to engage in the achievement of organizational goals. The human potential and its way of manifestation are different, being genetically, biologically, socially, culturally, educationally conditioned by a series of factors. That is why the individuals in the organization, by the way they perform their tasks, can prevent or potentiate an action, an activity or a process.

In order to be successful, develop and meet organizational goals, organizations need to provide the best employees to provide conditions for developing skills, motivating them to accomplish tasks and objectives, maintaining attachment of the organization.

d) *The human resource is the active resource of the organization and is unique in terms of its development potential and its ability to know and overcome its own limits.* People are the active resources of an organization because, without their effective presence, the organization can not achieve its goals. The efficiency and effectiveness of the organization is growing due to the human potential existing in the organization, the experience, knowledge and passion of people to achieve something useful, the initiative and the desire for professional development of the employees. The human resource is the only resource capable of producing and reproducing all the other resources of the organization.

e) *the human resource has a relative inertia to change, but compensated by high adaptability to different situations.* Organizational changes are difficult for both the organization and the human resource, and they generate resistance to change even in the case of employees open to new ones. Therefore, employees need to know in detail the complex aspects and relationships involved in the process of change, as well as the way in which different situations need to be addressed in order for people to be helped to cope with change. In order to survive and grow, the organization needs well-trained,

professionally trained, open-minded and capable people to change.

f) *The human resource is marked by the time factor, necessary to change mentality, habits and/or behavior.* However strong the resistance of people to change, with changes in their value systems, changes in mentality and behavior also arise.

g) *the effectiveness of using the human resource determines the efficiency of using the other resources in the organization.* The human resource is becoming more and more expensive, which leads to the most efficient use of it. Inappropriate or shallow use of employees has negative and immediate effects on the performance level of the organization. Therefore, the most efficient use of human resources strengthens the organization's other resources.

h) *managerial decisions in the field of human resources are among the most difficult,* because they have to be responsible, fair and non-discriminatory.

Managerial decisions in the human resources field vary from one organization to another and are influenced by individual, organizational and / or situational factors.

i) *Subordinate manager relationships must be generated by the principle of human dignity.*

The fulfillment of organizational goals must not violate the dignity of the people, but must be achieved by promoting mutual relations and mutual respect within the organization.

4. Conclusions

The human resource is the only resource capable both of producing and reproducing all the other resources of the organization, and of interacting with them. As a result of this interaction, the other resources become operational and, together with the human resource, make the organization function as a system.

Human resources are a potential that must be understood, motivated and involved in achieving the organization's goals. That is

why any organization, in order to be successful, develop and fulfill its organizational goals, must provide employees with skills development conditions, motivate them both to fulfill their tasks and objectives, and to maintain and cultivate attachment to the organization.

Even in an organization, staff spending is among the highest, managers should see in these spending a long-term investment because investment in employee development ensures the competitiveness and future of that organization.

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