International Conference KNOWLEDGE-BASED ORGANIZATION
Vol. XXVIII No 1 2022

# THE RISK OF PERSONNEL MANAGEMENT

**George BUCĂŢA, Alexandru-Marius RIZESCU, Ramona-Elena HERMAN**

**"Nicolae Bălcescu" Land Forces Academy, Sibiu, Romania**
**george.bucata@yahoo.ro, mariusrizescu@yahoo.com, ramoherman@gmail.com**

***Abstract:*** *The decision to hire a new person in the company, like many other business decisions, carries a number of risks. Many older companies have had the experience of hiring an unsuitable person because they selected the ideal candidate for the interview, but the candidate had the wrong expectations about performance or integration. The reasons why a new employee turns out to be unsuitable can be many. Perhaps he or she fails to establish a good rapport with colleagues or the company's customers, or exhibits inappropriate behavior or falls short of expectations and does not meet the performance criteria set forth by the job evaluation form. The role of a human resources risk management professional is to consider all the possible consequences of employee risks, which may be related to employee behavior, management style, or salary, for example. This paper aims to highlight the importance of adult education through training programs, taking into account the role that economic organizations play with regard to continuous training of employees, especially in terms of their personal development, ensuring satisfaction at work and competitiveness on the labour market.*

**Keywords: organizational management, personnel management, human resources management, human resources risk, personnel risk**

## 1. Introduction

In general, the direct consequences of hiring an unsuitable person are financial. First of all, the costs of hiring the person who turns out to be unsuitable and the costs of replacing him/her are considered. These include the financial losses incurred by the new employee's missed business opportunities, and they can increase in direct proportion to the period of time the wrong person is employed in the wrong position in the company. During that time period, that position could have been filled by someone who would grow the business instead of causing harm. Aside from the financial cost, employing an inappropriate person can also lead to an imbalance within the team as well as a disruption in the normal flow of work. Thus, the old employees will have to take on the burden of the new income to cover what he or she did not complete in a timely manner. In addition, the old employees should be compensated to cope with the stress caused by the increased workload. Otherwise, the morale and productivity of the entire team could be affected [1].

The image of the company as a whole is reflected in the quality of its employees and the fruits of their daily labour. This should not be underestimated because each employee, whether they have held a position for a short period of time or not, is representative of the company's reputation. There are areas where inappropriately associating an employee with a potential customer is enough to permanently jeopardise the relationship. Considering the consequences of hiring an inappropriate person, it is therefore advisable to pay

DOI: 10.2478/kbo-2022-0026
© 2015. This work is licensed under the Creative Commons Attribution-Non Commercial-No Derivatives 3.0 License.

special attention to the hiring process in order to avoid any risk. Hiring a recruiter or paying special attention to the selection and screening of candidates applying for a specific position are just some of the methods that can be used to avoid such a mistake.

## 2. Theoretical framework

### 2.1 Human Resources and Personnel Management conceptualization

Both in theory and in business practice, the terms “human resources” and “personnel” are increasingly used with the terms “personnel management” and “human resource management” respectively. Often, their use is inappropriate. For all the similarities between the two terms, the differences are significant, and their correct use requires proper clarification. Repeating what has already been shown, we emphasize that by “human resources” we mean the reserve that society has at a reference point and that is available to the economic system for use in different areas, in order to be able to carry out a series of activities related to the concept of personnel, which is synonymous with the concept of “employees” or “workers,” i.e., the one who is in an employment relationship and receives a salary in return for his labor, the concept of personnel is much more limited than that of human resources and refers only to the population capable of working and employed in a service, i.e., the working population [2].

If the term staff has a narrow definition at an organization, so at a microeconomic level, the term human resources has a broader meaning with a bivalent content:

- macroeconomic level - has the meaning and content explained above;
- at the microeconomic level it has meaning and content wider than the staff because it refers to: both to own resources made up of staff employed, as well as the exogenous resources - resources for the organization's subsequent needs and to become “personal” by engaging in a more or less distant future, as well as its own personnel that can be temporarily or permanently disposed of, partially or totally technical unemployment, temporary unemployment, full or partial unemployment through job cuts, total unemployment - by closing the firm) [8].

The difference between the two terms also gives the management appropriate dimensions, the two syntagms having in their turn more particularities. Personnel management is labor-intensive and is directly concerned with:

- employees of the enterprise: their recruitment and training, employee payment procedures;
- explaining what managers expect from them;
- justification of manager actions;
- meeting the needs of employees, in close connection with work;
- negotiating their problems and trying to change the actions of the manager;
- when it could cause an unfavorable response from employees.

Thus, the role of human resource management is not only to serve the goals of the organization; at the same time, it also acts in the interest of employees as individual human beings, and thus in the interest of human society. As a result, human resource specialists stand “between the chairs” as mediators of relations between managers and employees [4].

Human resource management deals directly with the management problem of providing human resources in the organization, especially in terms of planning, monitoring, and control, rather than with solving employee problems or mediating these issues. The subject of human resources management includes the organizational activities aimed at the flow of personnel in the unit, as well as the conditions for its maintenance and development, ie:

- Staffing, consisting of job analysis, workforce planning, recruitment, and selection;
- Personnel maintenance, i.e..: Compensation, health and safety, housing, labor relations;

- Staff development, consisting of improvement, performance evaluation, individual and organizational development [5].

**2.2 Risk Management conceptualization**

A risk is an uncertain event that, if it occurs, will have a positive or negative effect on the goals of an activity or group of activities. And this happens either because something unplanned happens in the course of an activity or because something planned does not occur as it was intended. However, risk management experts and specialists continue to have different views on incorporating the two components - threats & opportunities. A classification of risks could be proposed by Robert T. Futrell (Futrell, Shafer and Shafer, 2002), which includes three general categories: [6]

- Known knowns - is about the known risks to the team doing an activity. These risks are regarded both as a category of risks and as a reality of the activity or package of activities.
- Known unknowns - these are the known risks to the team involved in the activity and are regarded as risks, but they are not aware of the reality of the activity in question.
- Unknown knowns - these are risks unknown to the project team that are not considered risks or a reality of the activity or group of activities.

Risk management in a company defines risk as any event or circumstance that may adversely affect the company in question and includes the typical model of risk assessment and resolution. This type of risk management is the most widespread and is used by all existing companies and institutions to optimize their operations. Risk management in a project includes some specific activities that are not always found in risk management in a company. These include planning for risk management during the project, appointing a risk officer, continuously developing and updating a database of risks encountered, creating an anonymous risk reporting channel, and developing plans to mitigate anticipated risks [7].

A risk approach involves looking at risks from two angles. The first focuses on undesirable events that can cause harm or loss. For example, when a company enters a high-risk business, managers look for factors that may negatively impact the activity. In this context, the following questions arise: what if the activity fails? What are the weaknesses in the design of the activity? Are we able to meet the deadlines? It is noticeable that in this case managers do not try to identify opportunities, but try to avoid events that can lead to losses. This exclusive approach, focusing on undesirable events, is called the prospect of pure risk. The second point of the risk approach is to obtain the information needed to make a correct decision. If a decision is made in ignorance, it is risky and may result in failure. If a decision is soundly based on complete and correct information, it is less risky and the chances of success in its implementation are high [8].

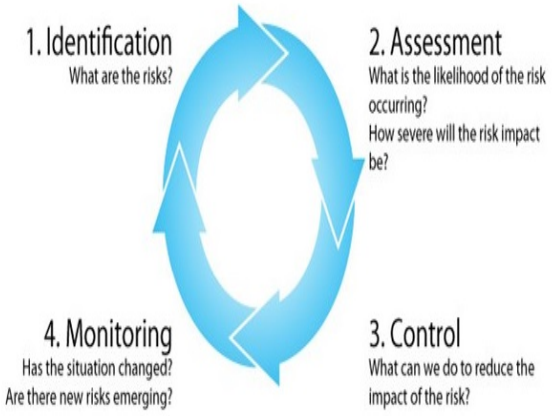



*Figure 1: Risk Management Process (Source: Wiki.doing-projects.org)*

**Risk identification**

An initial process is risk identification, which helps to identify potential risk events and highlight those features that may negatively impact the overall project. Risk identification is a repeatable process as risks change or take new forms throughout the project lifecycle. The identification

process can involve a variety of different stakeholders: the project management team, experts, senior managers, etc.

**Risk assessment**

The next process is risk assessment, which can be used to measure and prioritise risks. The entire risk assessment process determines the probability of each risk occurring and the impact on the project if the risk occurs. These indicators (probability of occurrence and impact) are then used for the risk prioritisation process. This process is also repeated throughout the project. The risk matrix described above can be used to access risks.

**Treat risks/Control**

The third process, risk management, involves developing and defining all the actions needed to mitigate risk. Managing risks may involve adding additional resources (staff, budget) to the programme. The measures should be easily adaptable to the risk at hand and should be as realistic and cost-effective as possible. Another specific effort is to develop a set of contingency plans that can be used when the risk has occurred.

**Risk treatment** consists of a set of mitigation options, evaluation of the options, and preparations for implementation of the action plans. Depending on the type and nature of the risk, the following options are available:

- Avoiding the risk by stopping the activity that caused the risk;
- Reducing the likelihood or impact of the risk to an acceptable level;
- Sharing or transferring the risk to the owner;
- Accepting a risk with very low impact and very low probability.

**Monitor risks**

The final process is risk monitoring, where risk tracking and monitoring measures are developed. Among the most common approaches to risk monitoring is the use of a risk register, which is created at the beginning of a project and continuously reviewed and updated.

. Risk control can and should be achieved by continuously monitoring identified risks while discovering and analysing new risks that may arise. Risks and the effectiveness of control and mitigation measures should be evaluated throughout the project life cycle.

## 3. Research method

The purpose of this paper is to highlight the role of a risk management expert in human resources. In conducting the analysis, he or she must consider all possible consequences of employee risks, which may be related to employee behaviour, management style, or pay.

The article is based on a review of literature relevant to organisational culture from a social and managerial perspective. The research was conducted primarily through document retrieval. All secondary data on the topic were extracted and critically analysed from published and unpublished books, journals, magazines, newsletters, periodicals, articles, trade journals, newspapers, conference proceedings, government and corporate reports, and the Internet and Web.

Secondary research will continue to provide a more comprehensive view of the issues and challenges associated with implementing such risk management in the organisation.

## 4. Risk – the biggest challenge in HR

In an increasingly competitive labor market, more and more companies are pulling jobs that no longer retain office workers. More specifically, policies are being created for those of us who prefer to work “remotely” at the expense of a permanent job. Absenteeism, unsuitable employees or low productivity are just some of the reasons that have led HR executives to bring talented young people, whose skills have nothing to do with their geographical location, to exotic countries where they successfully combine the pleasures of life with “office” work to develop a different

material marketing on their own laptops. It's a modern employee who works on their own terms, when they want, what they want, eliminating costs and wasted time on the road, working in a relaxed manner, and perhaps more importantly, earning a higher return on investment. The latest report from ADP, "The Evolution of Work: The Changing Nature of the Global Workforce," shows that 81% of workers want to work from anywhere in the world, underscoring the fact that freedom is a basic human need [9]. Most of the studies published in the last five years also say the same thing: for many personality types, the ability to work from home would motivate people to show their true potential and, most importantly, allow them to balance their family and professional lives. However, the need for a modern employer to become more flexible also poses certain risks for companies. At the top of the list: difficult collaborations, fishing, isolation and any other kind of fun that would affect the productivity of the work process. In the debates about the weaknesses of these types of jobs, HR often claims that the employer can no longer constantly monitor the employee as the main drawback. Therefore, the pace at which he would perform his work could lead to a delay in teaching the required material, resulting in a lack of efficiency. Also, communication is not as easy as when bosses' watchful eyes follow their employees around the offices. At the same time, as an employer, you run the risk of hiring someone who will access and use internal data that is confidential and drag information into an uncontrolled environment. But the weaknesses are not just on the company side, experts say. If you are an employee who does not know your colleagues, can not have fruitful conversations and does not have the leadership skills in your office that would make your employer want to promote and recognize you, that's not very beneficial if you want to advance in your career [10]. However, the reality is that home jobs have more advantages than disadvantages, and even if employees of the future will avoid office workers with a program of 9 to 5 and about 40 hours a week. At the same time, businesspeople will be convinced that a flexible job is ideal for both parties involved in collaboration, because "work from home" employees, recruited staff and freelancers are relieving them of a lot of spending and headaches, because they are usually paid for results [11].

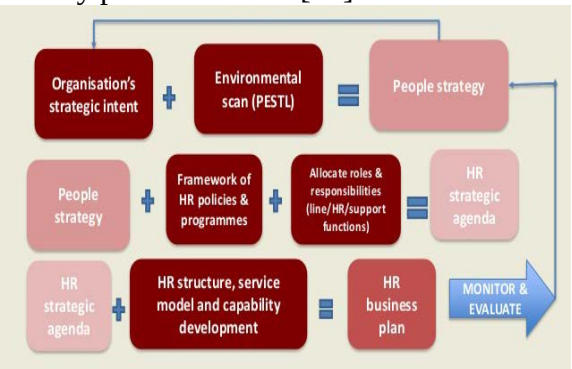



*Figure 2: Strategic HRM Process* (Source: *Strategic Human Resource Management (SHRM) – My Post's)*

**Strategic Human Resource Management (SHRM)**

Strategic human resource management is the link between a company's human resources and its strategies, goals and objectives. The aim of strategic human resource management is to:

- Advance flexibility, innovation, and competitive advantage.
- Develop a fit for purpose organizational culture.
- Improve business performance.

For strategic human resource management to be effective, human resources (HR) must play an important role as a strategic partner in shaping and implementing corporate policy. Strategic HR can be demonstrated through various activities such as hiring, training, and rewarding employees.

Strategic HR means that HR can have a direct impact on the growth of the company. HR HR must take a strategic approach to developing and retaining

employees to meet the needs of the company's long-term plans..

**Definition of SHRM:-**

"Strategic Human Resource Management SHRM is defined as alignment of strategic business goals of the organization with human resources, so as to foster innovation and improve motivation, satisfaction, productivity, and eventually overall performance. Strategic HRM is a relatively new term, which differentiates itself from traditional HRM which was just merely an organizational function"[12].

The primary goal of strategic HRM is to solve business objectives or obstacles that are not the direct responsibility of HRM. This must be done by effective HRM itself. Thus, it is basically an alignment of HRM with corporate goals. Strategic HRM requires effective collaboration between top management and the head of HR. Some of the challenges faced by modern HRM include the following:

- Intercultural issues and interaction;
- Internationalization;
- Rapidly changing business environments;
- Technological advancements.

**For what reason is Strategic human asset the board essential?**

Organizations are bound to be effective when all groups are moving in the direction of similar destinations. Strategic HR completes investigation of representatives and decides the activities required to build their incentive to the organization. Strategic human asset the board likewise utilizes the aftereffects of this examination to create HR systems to address worker shortcomings.

- Coming up next are advantages of key human asset the executives:
- Expanded occupation fulfillment.
- Better work culture.
- Enhanced rates of consumer loyalty.
- Proficient asset the executives.
- A proactive way to deal with overseeing representatives.
- Lift profitability.

HR issues can be a troublesome obstacle to cross for some organizations, there are a wide range of various parts that can befuddle entrepreneurs and cause them to settle on insufficient choices that back off the activities for their representatives just as their business. To guarantee that you never need to stress over being lost on HR related issues again, tap on the catch underneath to be connected to a direct download of a one-page report of the 7 stages to Strategic human asset the executives.

**Seven stages to Strategic human asset the executives**

Strategic human asset the executives is key for the maintenance and improvement of value staff. Almost certainly, representatives will feel esteemed and need to remain with an organization that puts a premium on worker maintenance and commitment. Before you execute stategic human asset the board, you should make a strategic HR arranging process utilizing the means underneath:

**1.** Build up a careful comprehension of your organization's goals
**2.** Assess your HR ability
**3.** Break down your present HR limit in light of your objectives
**4.** Gauge your organization's future HR necessities
**5.** Decide the apparatuses required for workers to finish the activity
**6.** Actualize the human asset the board methodology
**7.** Assessment and remedial activity

The pressure to fill a position can eclipse the importance of a quality hiring process. For example, hiring someone who does not fit the requirements and duties of the job draws a lot of resources to a company. And by this we mean not only the cost of wages, training, etc., but also all the other resources involved in hiring the unsuitable employee and then the one who will take his place. Moreover, a wrong decision in the hiring process can cause even bigger problems for the company. Hiring a business leader whose behavior is desirable (lack of

business ethics, verbal/physical aggression towards employees, sexual harassment - we prefer not to cite it - we need to find something else, etc.) can seriously damage the company and may even be on the verge of bankruptcy. In many cases, employers are tempted to hire less prepared candidates in exchange for a lower salary package. But be careful. Hiring an amateur instead of a professional can have a negative impact not only on productivity and turnover, but also on other employees who must take on the unresolved or failed tasks of the "amateur." As a result, this can have a negative impact on the morale of the team in question. Trust between employees and the employer is quite fragile. The employees of a company can easily lose their respect for the company's intentions and reputation. [13]

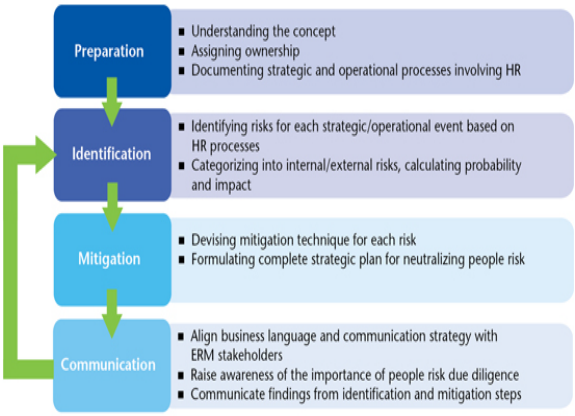



*Figure 3: HR Process for including people risk as part of the company's enterprise, risk management strategy*
*(Source: HR Risk Management_HRM Auditing_Skills Auditing)*

The most common reason associated with recruiting an inappropriate employee is the speeding up of the decision-making process. According to a recent Delotte study, two of the five HR managers considered that the pressure exerted on them to fill the open position was the main factor for the failure of recruitment [14].

- 38% of respondents believed that the pressure exerted on them led to the employment of an inappropriate person;
- 34% of respondents felt it was simply a mistake;
- 21% felt that the organization did not sufficiently evaluate or investigate the skills of the candidates;
- 11% considered that the organization did not carry out proper checks of the candidates' references.

When it comes to characterizing an inappropriate employee, companies reported the following behavioral and performance issues:

- the employee is characterized by poor quality of the work performed;
- the employee has failed to work in harmony with the other employees;
- the employee presented a negative attitude;
- the employee had problems with showing up at work;
- the company's clients filed complaints against the employee;
- the employee did not deliver on time / did not meet the deadlines.

The strategy of a company, the goals we want to achieve, lead us to admit the presence of the human factor in the business equation and to understand the role of human capital in the structure of the commercial society. When managers know the actions and effects of change in a company, they do not have to treat people, or rather personnel, as another type of company resource, as another variable in manager-company relations, because managing personnel requires more than just the manager. Any company that wants to thrive and survive the changes in the economic environment must invest in human capital, train it and develop a particular culture. Because of the influence of external factors such as unions, various professional associations, or the culture of the business environment, each company responds differently to the idea of developing human capital [15].

Most companies need to build their management based on the human element. They need to establish that people are flexible, that they anticipate change, so it is necessary to invest in these skills as an

alternative that will bring progress and profit. To build a collective that is elastic, solidary, productive, innovative and close to life, it is necessary to trust the employees of the company enough to share with them the information, the authority and the feelings that we have as managers. When we exercise the role of manager, we must set certain boundaries to preserve our veto power. No one should let you hope that you will give up these prerogatives. It is important that in daily work we require each subordinate to take the initiative, and in management we will ask the whole team to take the initiative, take responsibility, and form a solidarity group under our leadership. A manager must help the team reach a stage where each member accepts the others with enough mutual trust, responsibility, and cooperation so that opinions on any topic can be expressed and discussed [16].

A flexible, adaptable manager must be able to bring about this change very quickly, transforming talents, skills, and methods to make production as diverse as possible. People show remarkable ability to adapt to their overall responsibilities.

It is very difficult for machines and computers to adapt when this transition is made. Humans use resources quickly, produce resources with specific outcomes, they can respond at a variety of scales, and without capital programming, humans are inventive, adaptable, imaginative, and are the only representatives of human capital.

In many companies, innovation occurs through declarations to change the world, but it ends with abandonment. To keep the company competitive in the market, fostering an organizational culture based on innovation is the key to success. We assume that innovation means creating value from ideas that lead to a different way of doing things and producing better things (products, services, processes) and believe that ideas are critical to the development of any innovation. Successful and fastest growing companies are those that use innovative solutions in their current business, which is why a significant part of their revenue is generated by new or improved products and services [17].

Business capital is value that the company owns, value that brings profit. There are two forms of capital in business: real capital, consisting of hard and soft assets, including physical facilities, equipment, inventory, etc. Human capital, which includes people, our reputation in business, and corporate culture, is an invisible, hard-to-identify, intangible, and immeasurable asset that always contributes to the company's profits. This capital is never reported on a balance sheet, it is not measured, and it is almost impossible to quantify [18].

In a business world exposed to random risk opportunities, many companies do not invest in human capital. Most machines break down through repeated use, wear out, unused human capital at its true value tends to atrophy and be put out of use. A manager who has made some decisions during his career is often less valuable than a manager whose overall vision of management has kept him and who has attracted competent employees whom he has given enough freedom by assigning them to different tasks, thus resisting more or less beneficial changes [19].

In order to mitigate the risks, the manager must observe some criteria for the management of the company he is in charge of:

- to create a flexible and adaptable organizational structure;
- to justify the validity of the administrative links and their number;
- to maintain certain levels of supervision and control;
- to adapt the attributions of the people to whom they are entrusted;
- to constantly adapt the principles of economic policy, principles that will be used only as guidance instruments.

Management is and will remain a continuous process of evaluation and

decision-making on people, essentially subordinates. We need to evaluate our subordinates based on statistical analysis of their activities so that they must:

- capitalize on their outstanding qualities and talents;
- give exceptional people the opportunity to make their maximum contribution;
- examine the good and mediocre performers to see if there are opportunities to help them develop;
- to support them when we have the opportunity, but we must not try to change them, but to take advantage of their positive abilities.

Despite the enormous returns that human capital brings, you cannot invest in people without taking certain risks. People's ability has never been measured; new ideas just need to be accepted and embraced:

- human brings adaptability;
- people bring a value of immeasurable value;
- people have to be educated, they are atrophied when they are ignored;
- the human brings value because it can change and reuse [20].
- It should not be assumed that never when a company is taken over to develop it, the best managers must always be hired as a prerequisite for the company to function. Managers are not only a cost, but also a constant investment. It is difficult to examine the potential impact of investment without establishing a direct correlation between return on investment and impact. It is necessary to justify what the funds for personnel investments are used for and how they were used.. The inadequacy of measuring or accounting for investment in human capital leads to bankruptcy. Investments in people produce qualities, talents, and adaptability to the environment that can never be seen or valued through a graph. Investment in human capital leads to a confrontation with people, to an improvement of our business success, to a reduction of personnel, which leads to tensions and unruliness [21].

## 4. Conclusions

Risk management in human resources must be directly involved in the rigorous application of specific principles and techniques for identifying, analyzing, evaluating, and especially managing risk management strategies in response to the challenges of the organizational environment, which is characterized by uncertainty and risk. More so, change is a generator of knowledge and operational knowledge is a generator of change that emphasizes renewal, including uncertainty and risk. Renewal, compression of uncertainty, and risk management can only be achieved by improving knowledge. Change and knowledge relate to all organizations, and therefore the organization of the future will need to take responsibility for understanding, processing, and managing predictable trends characterized primarily by risk and uncertainty. In the future, the pace at which human resources and learning organizations can become the only sustainable competitive advantage will ensure the wealth and power of the modern organization of the future.

## References List

[1] Becker K. & Smidt M. A risk perspective on human resource management: A review and directions for future research. Human Resource Management Review, 2016, 26(2), 149-165.

[2] A Edward Staehr. Human resource risk and succession planning: Implementing an integrated personal and financial consulting model in New York State, Agricultural Finance Review, 2015, Vol. 75 Issue: 1, pp.133-139, https://doi.org/10.1108/AFR-02-2015-0008.
[3] Guest D. & Conway N. The impact of HR practices, HR effectiveness and a 'strong HR system' on organisational outcomes: a stakeholder perspective. The International Journal of Human Resource Management, 2011, 22(8), 1686-1702. doi: 10.1080/09585192.2011.565657.
[4] Meyer M., Roodt G. & Robbins M. Human resources risk management: Governing people risks for improved performance, South African Journal of Human Resource Management, 2011, vol. 9, no. 1, pp. 310-321.
[5] Wright P.M., McMahan G.C. Exploring human capital: putting human back into strategic human resource management. Human Resource Management Journal, 2011, 21: 93-104.
[6] Futrell R.T., Shafer D.F. and Shafer L.I. Quality Software Project Management. Software Quality Institute Series, 2002, Upper Saddle River: Prentice Hall PTR.
[7] Menezes L. M., Wood S. & Gelade G. The integration of human resource and operation management practices and its link with performance: a longitudinal latent class study. Journal of Operations Management, 2010, 28(6), 455-471. doi: 10.1016/j.jom.2010.01.002.
[8] Uysal G. For the development of effective HRM systems: inter-relationships between HRM practices using correlation analysis. World Review of Entrepreneurship, Management and Sustainable Development, 2012, 8(1), 1-12. doi: 10.1504/WREMSD.2012.044483.
[9] ALDamoe F. M. A., Yazam M. & Ahmid K. B. The mediating effect of HRM outcomes (employee retention) on the relationship between HRM practices and organizational performance. International Journal of Human Resource Studies, 2012, 2(1), 75-88. doi: 10.5296/ijhrs.v2i1.1252.
[10] Dionne G. Risk management: History, definition, and critique. Risk Management and Insurance Review, 2013, 16(2), 147-166.
[11] Morris S. & Snell S. The evolution of HR strategy: adaptations to increasing global complexity. In A. Wilkinson, N. Bacon, T. Redman, S. Snell (Eds.), The SAGE handbook of human resource management, 2010 (pp. 84-99). London: Sage.
[12] https://www.hrmexam.com/2020/01/13/strategic-human-resource-management-shrm-definition-importance-example-elements-overview/.
[13] Edmans A. The link between job satisfaction and firm value, with implications for corporate social responsibility. The Academy of Management Perspectives, 2012, 26(4), 1-19.
[14] Loudoun R. & Johnstone R. Occupational health and safety in the modern world of work. In A. Wilkinson, N. Bacon, T. Redman, S. Snell (Eds.), The SAGE handbook of human resource management, 2010 (pp. 286-307). London: Sage.
[15] Wang X., Wang H., Zhang L. & Cao X. Constructing a decision support system for management of employee turnover risk. Information technology and management, 2011, 12(2), 187-196.
[16] Katou A.A. Investigating reverse causality between human resource management policies and organizational performance in small firms. Management Research Review, 2012, 35(2), 134-156. doi: 10.1108/01409171211195161.

[17] Rizescu A. M. & Bucăța G. Relationship between innovation, organizational and interorganizational change. Annals of 'Constantin Brancusi' University of Targu-Jiu. Economy Series . Jun 2020, Issue 3, pp 65-70.
[18] Olamiwale I.O. Evaluation of Risk Management Practices in the Construction Industry in Swaziland. Master of Quantity Surveying Thesis, Tshwane University of Technology, 2014, Pretoria, South Africa.
[19] Lai D. N. C., Liu M. & Ling F. Y. Y. A comparative study on adopting human resource practices for safety management on construction projects in the United States and Singapore. International Journal of Project Management, 2011, 29(8), 1018- 1032.
[20] Meyer, M., & Robbins, M. HR Risk Management: Balancing HR governance, risk and compliance.2010 Paper presented at the SABPP Professional Review Conference. Midrand: Knowledge Resources.
[21] Frenkel S., Restubog S. L. D. & Bednall T. How employee perceptions of HR policy and practice influence discretionary work effort and co-worker assistance: evidence from two organizations. The International Journal of Human Resource Management, 2012, 23(20), 4193-4210. doi: 10.1080/09585192.2012.667433.