

THE HUMAN RESOURCE MANAGEMENT IN A CHANGING ENVIRONMENT

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In the context of the new challenges of globalization, population growth and aging, development of new information technologies the role of human resources will become increasingly important in the economy smart, sustainable, inclusive. Investing in human capital is a requirement for assuring a healthy, creative and innovative development, because the appropriate professional skills and knowledge of workers are called to respond to new changes, is the main vector of innovation and progress.

Key words: *human resource management, workforce flexibility, change*

JEL: *H12, M12*

Introduction: the challenges

Nowadays, organizational and socio-economic environment is turbulent, characterized by change and low predictability. In these circumstances, the business environment changes are significant and have direct impact on organizational management. Success or even survival of organisations is linked to efficiency and appropriate response with which managers fail to integrate the changes, having a better decision-making system to support the adaptation of organizations. Moreover, companies must be concerned by the investment and training of employees, because the development of human resources is essential to increase the organization's ability to perform in a highly competitive environment.

In this context, effective management of human resources is a priority, fostering motivation and retention of employees, because only the human factor retains the ability to forecast and adapt to change in order to achieve higher performance. Managerial choices have direct impact on a number of factors essential for the organization life: employee commitment and skills, degree of congruence between its objectives and the organization's employees, cost effectiveness and the results of human resource development.

Management systems should provide the conditions for improving human capital management, adapted to the new conditions. Also, the human resource management must adapt and keep pace with strategic change and organizational challenges in the domestic environment. Duties and responsibilities of human resource managers are called upon to respond to the organization's objectives and needs of the employees about employment security, quality of work and job satisfaction.

But if these measures and human resource management practices are used in an inappropriate manner, for a long term and not just as a temporary alternative, without a strategic framework, there is a risk for adverse effects on employment, quality of work and ability of workers to remain on employment.

The human resource management respond to the changing environment

In this changing environment, there is a challenge to contemporary organisations to sustain competitiveness. So, organizations need to have the ability to adapt to fluctuations, to exploit changes in the environment and turn them into opportunities that lead to sustained favourable market positions. This pressing need to adapt has led organizations to be flexible in as many aspects as possible, including the search for flexibility in their production methods, their access to and availability of financial resources, the design and organization of work, and human resources flexibility.

New trends and future challenges for organisations focus on increased productivity through better adaptability of workers and enterprises. In relation to work organisation new trends are related to: Increased flexibility, Increased knowledge sharing, Individualisation in Human Resources Management. A trend in modern human resource management is the strong focus on the development of competences as well as the work dedication of the individual employee. The overall idea is that adaptability and productivity of the organisation is fundamentally based on the constant development of the individual workers. However, the demand for constant development may pose a risk for development of stress and job dissatisfaction. In addition, when the focus is so strong on the individual, the individual will have an increasing attention to its own development, and work as a platform for identity creation and self-empowerment.

In the new knowledge-based society, work has become a complex process. Relations inside the organization are flexible, they get beyond formal demarcations between departments, because the main aim is carrying the task of job. Hierarchy is less rigid, almost unexisting and the ability of the worker to use it's knowledge, skills and initiative to achieve successfully a task and attracting a success for the organization are also appreciated. Therefore, the reward of the efforts is based on performance and contribution from each employee's to value creation. To be competitive, organizations have the responsibility to integrate economic and environmental changes and to use new technologies, while appropriate and rational management of human resources. One of the main directions of the effective use of human resources is to promote flexible forms of work and strategies of labour flexibilization.

The flexibility of human resources refers to the ability of organizations to quickly adjust their working resources to the demands of the moment, keeping at the same time a dynamic equilibrium, in order to increase competitiveness. The numerical flexibility refer to the ease of hiring and firing workers (external flexibility) and flexibility of working hours (internal flexibility). Adoption of flexible forms of employment relate to: the emergence of new contractual relationships and adaptation of working time, new forms of organization of work, and promoting continue education and skills training. Flexible structures pursue strategic adaptation to specific requirements by creating special teams (task force) who have the task of finding and implementing solutions to solving complex problems (eg global crisis) or winning innovative new competitive advantages.

Flexible working time - the main lever used in European companies

The current global crisis has tested "on-live" organizations ability to react. Businesses have been forced to react to the regression of economic activities, primarily by: restricting expenditure cuts, investment stopping, etc.

After analyzing the response from European firms, we distinguish two cases:

a) In developed countries (Germany, France, Belgium, the Netherlands) where there are different legal rules on flexible forms of employment and reduction of working time, periods of inactivity in the case of organizations using these alternatives as a priority in order to minimize the negative impact the economic constraints on workers and businesses. Moreover, in these countries, even if the regulations on flexible forms of employment are provided for specific groups of workers, they were quickly expanded and adapted to meet current global crisis (duration, compensation of employees, etc..).

b) In countries where labor market flexibility is reduced or less regulated (UK) and new member states (Hungary, Czech Republic, Poland, Romania and Bulgaria) where they lack the tools to deal with difficult economic circumstances, economic shock was felt more more acute, especially for workers in precarious employment

situations. Limited flexibility and no rules to regulate has led companies to use limited resources to "rescue" organization with no responsibilities for safety. Many companies have redundancies, focusing especially on fixed-term employees with contracts and agreements with temporary employment agencies, migrant workers (vulnerable groups in the labor market).

So, the European companies respond to the negative effects of the global crisis, in correlation with their national legislative framework and the practical alternatives offered by labor market instruments.

Conclusions

Adaptability has become an essential condition for economic units and workers to perform in the current socio-economic turbulent. Toward efficient change, we need strategic organizational forms designed for flexibility, ie a mix of structure and systems of internal coordination, strategy, designed to adjust and use more efficient allocation of labor resources and market shares of the organization.

Human resource management as one of the most valuable forms of capital is very important, especially in times of economic turbulence, when managers have to find new ways to remain competitive and maximize organizational performance and thus, the investment in people is reflected in organizations earnings per longtime. Therefore, one of the key elements of organizational strategies is effective utilization of human resources, becoming more and more multi-disciplinary trained, along with encouraging innovation, individual research at workplace.

De aceea, unul din elementele cheie ale strategiilor organizaționale este valorificarea eficientă a resursei umane, într-o abordare strategică, odată cu stimularea inovației, creativității și integrării rapide a cureririlor științei și tehnologiei la locul de muncă.

In a new society characterized by rapid developments and less predictable changes, in which organizations must adapt quickly to fluctuations, the worker must be adaptable, positive, dynamic, open to new, able to define their priorities, strengths and weaknesses, and especially the goals and motivations like an active player in his professional life.

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