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**NEW CHALLENGES FOR HUMAN RESOURCE MANAGEMENT
IN ROMANIAN BASED ORGANIZATIONS**

THESIS SUMMARY

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THESIS CONTENT

INTRODUCTION

PART I

KNOWLEDGE-BASED ORGANIZATIONS AND THE CONTEXT CREATED BY THESE FOR THE HUMAN RESOURCE MANAGEMENT

CHAPTER I

KNOWLEDGE BASED ORGANIZATIONS

1.1. Economy, organizations and knowledge management.....	10
1.2. Resources in the knowledge-based organization.....	14
1.2.1. Knowledge resources	16
1.2.2. Human resources and knowledge-based workers	22
1.2.3. Informational resources.....	28
1.2.4. Technical and material resources	31
1.2.5. Financial resources.....	31
1.3. Organizations and management in Romania.....	32
1.4. Partial conclusions.....	33

CHAPTER II

HUMAN RESOURCES MANAGEMENT IN MODERN ORGANIZATIONS

2.1. Definition and content of Human Resources Management.....	35
2.2. Human Resources Management in the present and future	37
2.3. Total quality management and human resources	40
2.4. Partial conclusions.....	42

PART II

HUMAN RESOURCES MANAGEMENT AND ORGANIZATIONAL STRATEGY: PAST, PRESENT AND FUTURE

CHAPTER III

DEVELOPMENT OF HUMAN RESOURCES MANAGEMENT: THE ROAD TO STRATEGIC HUMAN RESOURCES MANAGEMENT

3.1. Strategies and personnel policies.....	43
3.2. Strategic Management of Human Resources	44
3.3. HR Manager - a new role at the executive table	53
3.4. Determining the impact of strategic human resource management on organizational performance	56
3.5. Partial conclusions.....	65

CHAPTER IV

THE HUMAN RESOURCES FUNCTION IN MODERN PERSPECTIVE

4.1. HR function	67
4.2. The characteristics of human resource management processes within a modern organization.....	69
4.2.1. Job management	71
4.2.2. Staff planning.....	72
4.2.3. The recruitment, selection and integration of staff	73
4.2.4. Motivation, training and employee involvement	76
4.2.5. Performance appraisal and reward system of the human resources in modern organizations	87
4.2.6. Communication in modern organizations	91
4.2.7. Employee Career Management	92
4.2.8. Talent Management, a new mission of HRM	94

4.2.9. Human resources and corporate social responsibility	102
4.3. Partial conclusions.....	106
CHAPTER V	
THE IMPACT OF ENTERPRISE RESOURCE PLANNING SYSTEM (ERP) AND HUMAN RESOURCE INFORMATION SYSTEM (HRIS) ON HUMAN RESOURCE MANAGEMENT	
5.1. The information in contemporary organizations	107
5.2. The role of information systems in modern organizations	109
5.2.1. Enterprise Resource Planning (ERP)	109
5.2.2. ERP systems development	110
5.2.3. Main features of ERP systems	111
5.2.4. ERP Vendors.....	113
5.2.5. Implementation of ERP systems	113
5.2.6. Issues in ERP implementation	115
5.3. Support information systems for human resource management	118
5.4. Partial conclusions.....	17
PART III	
RESEARCH REGARDING HUMAN RESOURCE MANAGEMENT IN MODERN ROMANIAN ORGANIZATIONS	
CHAPTER VI	
RESEARCH DESIGN	
6.1. Research goals.....	128
6.2. Objectives and research hypotheses	129
6.3. Sources of information and methods used for their collection.....	131
6.4. Structure and dimension of the sample	133
6.5. Defining the conceptual and operational variables	134
CHAPTER VII	
PROCESSING AND CAPITALIZATION OF INFORMATION	
7.1. Processing and interpretation of information obtained from the survey which targeted HR managers.....	137
7.2. Partial conclusions after analyzing the responses for the first applied questionnaire	167
7.3. Processing and interpretation of information based on the questionnaire applied to ERP providers	172
7.4. Partial conclusions.....	178
CHAPTER VIII	
CONCLUSIONS AND RECOMMENDATIONS REGARDING THE SCIENTIFIC RESEARCH BASED ON QUESTIONNAIRES	
8.1. Conclusions on the research	180
8.2. Original contributions.....	184
8.3. Recommendations for developing a strategic human resource management in Romanian organizations	185
8.4. Future research directions	186
REFERENCES.....	187

KEY WORDS

- strategic human resource management, knowledge based organizations, enterprise resource systems

INTRODUCTION

In nowadays society, knowledge becomes more important because it is the content of several processes: purchasing, selling and production. The organizations are becoming increasingly concerned by such knowledge, seen as resources in ensuring the survival and development in an environment in which the criteria of differentiation is the economic efficiency.

The knowledge, the main resource of the century, presents a series of amendments, from the manner in which the economy and the forces of employment work, to the need to develop new management systems, and the way in which we manage an employee. The value is created mainly by employees, those who have the knowledge. Ideas, knowledge and information held by them are the main achievements of an organization.

Unlike information, knowledge which is in the possession of the human capital determines the value of intangible assets, which now exceed significantly tangible assets. Recognizing the importance of human resources management suitable for the current context, it is imperative for any organization in Romania who aspires to progress.

Human resources are valuable, rare, difficult to counterfeit and relatively irreplaceable. The special role which they hold can be explained by the fact that the man wakes up to life the technical means. It perfects them, develops technology, generates new ideas, creates the conditions for their application into practice and it is the promoter of progress. In the context in which any organization aspires to progress, it is totally necessary to acknowledge the importance of the human resource and its role. The proposed research is headed towards two directions: particular analysis of the management of human resources in modern organizations (understood as the organizations which are based on knowledge and are concerned about lifelong learning); the manner in which the information technologies influences the architecture of the organizational learning.

Also, the research emphasizes the modern tendencies of appreciation of the importance of human resources and its management in a way which **describes the personnel function to the status of a true strategic partner of the organization**. The doctoral dissertation is drawn up on the premise that the adaptation to the new context created by the knowledge based economy is a sine qua non condition and the only solution for the long-term success of the management is the acceptance of the change and of the lifelong learning need.

The structure of the doctoral thesis highlights both directions mentioned and includes a third party, dedicated to the scientific research of the two theoretical dimensions.

The first part of the thesis, **Knowledge based organizations and the context created by these for human resource management**, discusses the fact that in order to become competitive, organizations must facilitate and encourage life-long learning at all levels, i.e. to become and remain an organization that continuously learns.

The second part of the paper, **Human resources management and the organization's strategy: past, present and future**, deals with issues related to the new type of human resources management, particularly in knowledge-based organizations. Changes in the economic landscape over the last fifty years are now evident in almost all corners of the world. What is specific to the United States becomes gradually specific to the area of Europe and Romania. These considerations are the beginning of the research carried out and displayed in the third part of the thesis, **scientific research on the characteristics of resource management in Romanian- based organizations**.

If we were to formulate a diagnosis regarding the situation of Romanian organizations, we would meet a wide range of issues. Although we have theorists who have dedicated their carriers to exactly define what we mean by knowledge management, knowledge-based organization and human resource management in modern organizations, we do not have a clear picture of the current situation in Romania with regard to the application of theoretical elements. In this context, the research theme, the new challenge of human resources management in organizations in Romania aims to bring a better knowledge in this direction.

The role of this thesis is to clarify the theoretical concepts covered by the current economic reality and to point out the useful practical elements for an efficient management of human resources. Recalling Peter Drucker's belief, "the organization is like a song: it is not constituted by individual sounds, but the result of their combination ", it gives an over view to specific human resource management elements that produce synergies and bring organizational performance.

The author believes and hopes that the topics addressed in this research paper and the results carried out will be used by companies, with the purpose of increasing the interest in practicing human resources management, both effective and efficient, in all organizations in Romania.

PART I
KNOWLEDGE-BASED ORGANIZATIONS AND THE CONTEXT CREATED BY
THESE FOR THE HUMAN RESOURCE MANAGEMENT

CHAPTER I
KNOWLEDGE BASED ORGANIZATIONS

OBJECTIVES:

- Understand the meaning of concepts regarding the economy based on knowledge.
- Identify characteristics of the knowledge based organizations and the particularities of the knowledge management.
- Identify key features and challenges of specific resources of the knowledge-based organization.

1.1. Economy, organization and knowledge management

The economy is one of the most dynamic areas of study and this is due to many influences that it has for the support of all other developments. This is the nowadays economy that specialists called the "knowledge economy".

The knowledge-based economy includes all workplaces, organizations and industries that, rather than equipment and technology capabilities, the knowledge and skills of employees determine their competitive advantage.

Knowledge management is a discipline that promotes an integrated approach for identifying, capturing, extracting and generating knowledge. These can include database, documents, policies and procedures and unshared knowledge in the possession of human resources.

1.2. Resources in the knowledge-based organization

An organization usually uses classical resources in order to be able to function (human, technical, material, financial and informational), but in the present context these elements seem to be insufficient. Knowledge-based economy brings major changes to the configuration of the resources necessary for the successful function of an organization.

Intellectual capacity is not synonymous with human capital, but includes elements related to intellectual property, processes associated with the preservation and dissemination of knowledge and culture.

1.2.1. Knowledge resources

In any knowledge-based organization we meet two categories of knowledge: the knowledge effectively possessed by the organization and its employees and knowledge which can be attracted or purchased.

The different ways for accessing the information and then transforming them into knowledge, generate the need for their mapping. Exchanges and knowledge flows must be done both from the external environment, but also the internal environment. It is considered that a technological platform is absolutely necessary to streamline the system.

Challenges regarding knowledge resources:

- Identify knowledge due to the lack of an inventory of knowledge resource;
- Transformation of tacit knowledge into explicit knowledge is difficult;
- Possible loss of knowledge;
- Costs are high due to insufficient knowledge;

- Buying knowledge is often a big investment;
- Acquisition of knowledge is a complex process;
- Aspects of intellectual property management.

1.2.2. Human resources and knowledge-based workers

Man has the primary role in all activities in society, representing the active element as a good producer. Human resources is one of the most important investments an organization can make because they are unique in terms of their potential for growth and development and their ability to know and overcome their own limits, to face new challenges or present and future demands.

Trends in human resources:

- ✓ The possession and use of an increasing amount of knowledge;
- ✓ The emergence of a new category of employees, the knowledge- workers;
- ✓ Encourage the involvement of all stakeholders;

Challenges regarding human resources:

- Attract, motivate and retain the knowledge- workers employees which are becoming more and more aware of their value and have increasingly demands;
- Aligning the individual goals of employees with organizational objectives;

1.2.3. Informational resources

The automated component of the computer informational system and performance in computer science are those that allow the automation of several components of the informational system.

In each company we should find four major processes related to knowledge: acquisition, creation, use and storage of this knowledge.

Trends regarding information resources:

- ✓ Amplification and diversification of the amount of information available to the organization;
- ✓ Increasing the importance of unstructured information;
- ✓ The proliferation of IT applications on different fields and the need for interconnection;
- ✓ Faster transmission and processing of information;
- ✓ Customizing information according to the needs of stakeholders;
- ✓ Development of intranet systems;
- ✓ Creating internal connectivity portals;

Challenges regarding information resources:

- Possibility of manifestation of Kay's law: the information technology level is higher, the information sent is reduced.
- Complexity of human resources adaptation process to new ways to communicate and attraction of information.

1.2.4. Technical and material resources

Regarding technical and material resources, clearly there is a substantial progress even they are different, according to the field of activity.

Trends regarding specific technical and material resources:

- ✓ Automation;
- ✓ Computerization;

- ✓ Ecology concerns;
- ✓ Advanced materials;
- ✓ Miniaturization;
- ✓ Developments of other categories of innovative technologies: biotechnology, materials synthesis, artificial intelligence, etc.

Challenges regarding specific technical and material resources:

- Accelerating obsolescence;
- Possibility of appearance of a significant gap concerning equipping endowment in the organizations.

1.2.5. Financial resources

The financial resources remain a key element for any organization, but the context of the knowledge economy causes a series of changes in structural terms.

Trends in terms of financial resources:

- ✓ Diminishing financial resources needed in terms of networked companies;
- ✓ Expansion of participative forms of financing of knowledge-based organizations;
- ✓ The growth of attracted resources;
- ✓ Increasing the speed of rotation of the financial funds.

Challenges regarding financial resources:

- Increased consumption of resources due to the need for new equipment in relation to the competition;
- Shortening the investment to be recovered;
- Diminishing the share of financial resources that contribute to the market value of the organizations;

1.3. Organizations and management in Romania

Although the term "knowledge worker" is included in the vocabulary of Romanian literature management long time ago, many organizations in Romania did not understand what the concept means. Today the situation is changing and managers can be seen struggling to keep up with the changes needed to build a knowledge-based organization, which is seen as a necessity to ensure the success of an organization.

The mentioned problems would add lack of motivation of general managers and human resource managers to develop strategies and to fight in order to attract more capital in the human resources departments.

1.4. Partial conclusions

The knowledge management became operational when reviewing all the changes of the new context, mentioned in the first chapter. These changes present challenges for the adaptation of the organizations which want to be modern and involve a complex perception. In terms of the latter category, the major issues to be considered are:

- Identifying sources of information needed for the organization as a whole and for the employees;
- Identifying the knowledge already held by employees and other stakeholders of the organization;
- Processing of information and providing knowledge necessary for people in the organization, in an efficient and effective manner;

CHAPTER II

HUMAN RESOURCES MANAGEMENT IN MODERN ORGANIZATIONS

OBJECTIVES:

- Understand the definition and content of human resources management.
- Draw the main features of HR management now and in the future.
- Observe the importance of human resources for the total quality management.

2.1. Definition and content of Human Resources Management

Human resources management has become an independent discipline which requires a comprehensive, interdisciplinary staff within an organization.

Human resource management is a concept approached by a large number of specialists, so that we can formulate a variety of definitions.

2.2. Human Resources Management in the present and future

Changing knowledge management practices and global convergence of technology has redefined the nature of work and it produced a series of changes.

The new type of human resource management, outlined in knowledge-based firms has several special features described in detail.

2.3. Total quality management and human resources

Total quality management (TQM) is a policy for the organization to permanent mobilization of its members, to improve the quality of products and services it produces and the quality and functioning of the organization's objectives in relation to its environment. TQM must be approached as a two-component system, consisting of a technical and a social subsystem. TQM can not be implemented without the involvement of human resources.

2.4. Partial conclusions

Human resource management is a concept approached by a large number of specialists, which is why there are many definitions. If we desire to formulate a new definition, the main care should be the incorporation of the dual aspect of the concept, namely on one side, the size of the strategic dimension, and on the other side the operational dimension.

Change of practices of knowledge management and globally convergence of technology has redefined the nature of work and produced a number of changes to the way we perceive the economy and employment, up to the need to develop new management systems and how the employees think.

PART II
HUMAN RESOURCES MANAGEMENT AND ORGANIZATIONAL STRATEGY:
PAST, PRESENT AND FUTURE

CHAPTER III
DEVELOPMENT OF HUMAN RESOURCES MANAGEMENT: THE ROAD TO
A STRATEGIC HUMAN RESOURCES MANAGEMENT

OBJECTIVES:

- ☉ Identifying all theoretical elements regarding strategic management.
- ☉ Understanding the importance of strategies and policies in human resources.
- ☉ Determining the role of HRM in determining the overall strategy of the organization.
- ☉ Draw the main directions of HR system architecture and identify indicators for assessing the impact on the organization's performance.

3.1. Strategies and personnel policies

Human resource policy is a system of objectives, principles, methods and criteria of working with enterprise personnel, which is common for all employees and in order to be possible to implement them, it needs to carry out a number of requirements:

- To be congruent with the objectives, strategies and general policies of the organization;
- To support the values of the organization and on how to treat people;
- To have a real legal basis, consistent with relevant legislation and collective agreement provisions;
- To be clearly defined;
- To be drawn up and communicated, preferably in writing, thus ensuring greater uniformity in the interpretation of the content;
- To be linked and mutually reinforcing;
- To be transparent and attract a larger number of employees or managers in designing, developing and putting them into practice.

3.2. Strategic Management of Human Resources

All specific HR activities must be adapted to the new circumstances in which we find ourselves, in order to achieve a double finality: assurance and coordination of human resources management and integration of human resources objectives in the general objectives. The function of human resources becomes a strategic partner through the role it fulfills in an organization.

The new economic context, created with the knowledge-based economy implies perceiving the organization from a new perspective, placed in a specific context, in line with the external environment. In this sense, strategic management constitutes the core value of the organization.

The overall strategy of the firm or corporate strategy relate to the main direction of towards the future of an organization. Functional strategies are those that operate the overall strategy of the organization.

Defining the company strategy is the management function for determining the direction and conceptualization of company mission, setting performance targets, delineation and development of the strategy.

Strategic management highlights the individual and group behavior that determines competitive advantage. It has the following components:

- Management component
- Economic and financial component
- Component market positioning
- Investment component
- Component Technology
- Component Resources
- Component Sales

Human resources system together with interconnected support of HR practices makes possible the fulfillment of the human resource management objectives.

The human resources department has always been strategic because it had to deliver fair and equitable rewards for employees to improve performance or to simplify the organizational structure. Therefore, a program is strategic only if it meets the following criteria:

- Has a significant impact.
- Focuses on future needs.
- Has the potential to provide a sustainable competitive advantage.
- Has the potential to generate at least 1% of revenue or profits.
- Has a direct impact on long-term corporate objectives.

In the new context, human resource management is a responsibility not only for the human resources department, but rather should be a primary focus for the top management. People are responsible in managing HR processes and HR management in the creation of appropriate tools, with responsibility to convince managers to effectively use the tools that have been designed.

HR strategies are shaped by individual business strategy. The human resources department is one of the active partners within the board, because only by being part of the design strategy, it will later be able to create the perfect tools and translate strategy into objectives that can be easily understood by employees.

3.3. HR Manager - a new partner at the executive table

The human resources strategy must be anchored in the business strategy and for that, HR professionals need to understand the strategy and economic realities of the environment. HR professionals could become enhancers of organizational effectiveness and business strategy of adding value through:

- providing administrative support.
- serving as business partners, contributing to the implementation of business systems.
- become a strategic partner that helps leading corporations to develop business strategies.

Human resource management is an integral part of how an organization intends to achieve its mission and, aligning human resources management means integrating human resources decisions to the results of an organization.

The alignment between managers, HR department and employees is essential because only this type of teamwork can lead to results.

3.4. Determining the impact of strategic human resource management on organizational performance

Currently if we say that human resources are "the most important resource of the organization" it does not necessarily say anything new and anything important, if we are not more specific.

Demonstrating the importance of HR in strategic terms can be done using several ways. In this paper we present three options for identifying and quantifying the impact of HR on the performance of an organization.

The first approach proposed by Mark and Cynthia Legnicki-Hall refers to the analysis of indicators of the strategic components of the organization.

The second approach is developed by Michael Armstrong and includes the analysis of HR support activities provided specific data through the HR function, imperatively necessary in developing the overall strategy of the organization.

The third option is brought into focus by Bryan Becker, Mark and Dave Ulrich Huselid proposing an approach based on elements such as the Balanced Scorecard (BSC) development and analysis of the strategic maps developed by Robert Kaplan maps David Norton.

Its emergence has led to acceptance of the idea that performance indicators are not just financial but may be applied in the case of the achievement of other activities.

This model requires the creation of an HR Scorecard, a tool with two functions:

- Transforming HR in strategic partner;
- Demonstrate HR contribution to the financial success of the organization;

3.5. Partial conclusions

The new economic context, created with the knowledge-based economy implies perceiving the organization of a new perspective, placed in a specific context, in line with the external environment strongly affected by changes such as globalization or technology.

In this sense, strategic management is the recipe for success of the organization and therefore, the role of HR is changing, becoming a basic element for the organization's performance.

The function of human resources becomes a strategic partner through the role it fulfills in an organization. Strategic approach to human resources should take account of the competitive position of the company, the products or services it offers, technological and financial capabilities and its operational effectiveness.

Since 1930, when the first studies aimed at identifying employee satisfaction and performance, the specialists continue to do research on the precise determination of HR-organizational performance relationship. The relationship must be assessed by establishing a set of indicators.

These indicators vary from one organization to another, but the question of how to establish them according to different contexts is a vast area of research.

Balanced scorecards improved version, the strategic map, represents a set of indicators which provides a consolidated presentation of the vision of management, in terms of performance and involves addressing relational on four dimensions: financial perspective, customer, internal business processes and organizational learning and perspective growth.

Development of the HR Scorecard presents a double advantage: on one hand helps us in managing HR in strategic terms and on the other hand demonstrates its contribution to the financial success of the organization.

The Legnicki-Hall model is the most complex, in terms of the author's proposal, because it throws out a classification of HR since the drafting process of the global strategy of the company.

CHAPTER IV

THE HUMAN RESOURCES FUNCTION IN MODERN PERSPECTIVE

OBJECTIVES:

- Understanding the key elements of the organization of the HR function.
- Determination of particularities of each specific activities of the compartment of human resources in a knowledge-based organization.

4.1. The HR function

The human resources function, called classically function of staff is the key point of managerial work through the implications it has on the entire company's managerial mechanism.

The HR Function becomes, behind the social and economic changes of recent years, a strategic partner in terms of the role it fulfills in an organization.

This tool enables analysis that highlights the strengths and weaknesses in relation to the external environment and helps formulate the most appropriate social plan of the company.

4.2. The characteristics of human resource management processes within a modern organization

Changes in the practices of the knowledge management and global convergence of technology have redefined the nature of work and bring the need to be reassess the importance of human resource management in the modern context. It must necessarily support the organizational change management's steps on the path of progress.

4.2.1. Job management

In modern concept the job is treated not only as an organizational subdivision, but also as a component of each employee's career development. Job analysis is one of the most important activities of human resource management and refers to the content and job requirements, not to consider the persons who occupy them.

Job design means a range of activities specifying the content of each post and determine the distribution of work in the organization.

4.2.2. Staff planning

Human resource planning is the process by which organizations anticipate or foresee future needs of human resources and develop programs to ensure the number and categories of employees who are available at the right time and the right place.

4.2.3. The recruitment, selection and integration of staff

Recruitment of human resources is the process of maintaining and developing the most appropriate internal and external sources necessary to ensure competitive personnel in order to achieve the organization's objectives. Human resources selection problem arises whenever there is a need to choose between two or more people for a job.

4.2.4. Motivation, training and employee involvement

Motivation consists in all impulses, desires, needs and preferences of inciting a person to behave in a certain manner in order to solve a specific purpose.

The reasoning process involves three types of motivations:

- a) material motivation: salary, bonuses, promotions.
- b) psychological motivation: distinctive titles, diplomas, appreciation, thanks.
- c) professional motivation: training courses, exciting work.

New concepts such as internal marketing, talent and career management and corporate social responsibility actions, directed towards their own employees are very important elements in the reasoning.

Drive activity in a knowledge-based organization receives considerable scope and impact that some experts suggest the need to perceive training as a stand-alone operation, separate from the human resources function.

Regarding training, the methods and techniques used reveal certain changes imposed by the knowledge economy:

- Use of active methods: simulations, case studies and managerial games;
- Proliferation of approaches, training advice and coaching and mentoring website;
- Shaping new training methods aimed at the needs of professionals.

In conclusion, managers need to be more flexible in their management style.

4.2.5. Performance appraisal and reward system of the human resources in modern organizations

Performance evaluation is one of the basic activities of human resources management, held to determine the extent to which employees of an organization carry out their duties or their responsibilities, their views of what they do and how they carry out their objectives: effectiveness, respectively efficiency.

Competence assessment considers an employee's operational knowledge and it is based on actual work situation. Performance evaluation relates to the results of individual objectives and it is a landmark for any promotions or sanctions.

Rewarding employees is a means to motivate them and it is based on the principle that if employees believe that their efforts are appreciated just, the quality of their work will increase.

4.2.6. Communication in modern organizations

Communication is a complex social process through which the exchange of information between individuals through a common system of symbols, signs or behavior.

Horizontal communication facilitates interconnectivity between departments and helps create a synergistic effect, thereby giving the information needed. Communication in the enterprise can manifest itself in various ways and it intends to transmit all the information needed, not just the positive ones.

Communication is a prerequisite for managerial effectiveness and leadership appears as a crucial element.

4.2.7. Employee Career Management

Although the concept of career management is still new in Romania, it must become a concept heeded by any organization. Career term has a large number of definitions, but whatever one considers most appropriate, all definitions highlight the importance of planning.

The human resources department has the difficult task to predict and manage employee career. Career planning is the process of identifying needs, aspirations and career opportunities within an organization. One of the most problematic aspects of personnel management is to promote career and it is based on employee evaluation.

4.2.8. Talent Management, a new mission of HRM

A society whose evolution is driven by knowledge depends on adaptability in relation to the new conditions of development, requiring the organization to attract and retain employees who show talent in relation to the work they perform.

Talent management is an integrated HR systems, in order to attract, motivate, engage and retain top employees in the organization and build a strong relationship with them. This is the substance of the new concept of internal marketing.

4.2.9. Human resources and corporate social responsibility

Corporate social responsibility (CSR- Corporate Social Responsibility) is a business strategy based on ethical principles and elements of management structure which takes into account the social and environmental aspects, together with the economic aspects and tries to positively influence all parties.

Corporate social responsibility starts by creating a job in the prevailing accountability, the organization assumes the impact it has on employees, their families and then the whole community.

4.3. Partial conclusions

The performance of organizations in the current context is subject to change awareness, acceptance and creation of the necessary tools to adapt. At the HR level, the need to respond to the challenges of knowledge-based employees is the most important role in strategic terms.

General changes experienced by society and the economy are reflected in changes in each organization's functions. The human resource function is the most affected because it is influenced by all categories of changes.

CHAPTER V

THE IMPACT OF ENTERPRISE RESOURCE PLANNING SYSTEM (ERP) AND HUMAN RESOURCE INFORMATION SYSTEM (HRIS) ON HUMAN RESOURCE MANAGEMENT

OBJECTIVES:

- Understanding the importance of information systems in contemporary organizations;
- Acknowledging the role of information systems;
- Determining the implementation of ERP systems;
- Description of HRIS systems;

5.1. Information in contemporary organizations

Modern management must consider the context of transformations which mark the new millennium, because the power of the new economy lies in intelligence, innovation, information, knowledge and speed of action.

The knowledge society requires a new system characterized by implementation of computer networks, developed technologies, Internet, the use of databases, and modern software packages.

Information and Communication Technology (ICT) represents the functional engine of the modern organization.

The informational system refers to all elements and relations for the collection, transmission, processing and archiving of data, with streams, departments, people and subsystem of indicators that contribute to the decisional process in the organization.

5.2. The role of information systems in modern organizations

5.2.1. Enterprise Resource Planning (ERP)

A software tool for integrating all vital information in an organization into a single platform is the enterprise resource planning system (Enterprise Resource Planning or ERP). ERP is a vast resource planning tool and its purpose is to ensure transparency of data and facilitates access to any useful information in activity.

ERP is a modular program so that every area of activity of the company is covered by a specific application.

5.2.2. ERP systems development

Although ERP systems history dates back to the 1960s, dynamic technological environment makes this area to have already passed through a sequence of steps that led to what today we call ERP.

Currently, ERP systems are passing to a new stage in their development by using the Internet to streamline functionalities.

5.2.3. Main features of ERP systems

ERPs bring a major change on four dimensions of business:

- ✓ Organization Structure;
- ✓ Management;

- ✓ Technology Platforms;
- ✓ Business efficiency.

5.2.4. ERP Vendors

The acquisition and implementation of ERP systems is a necessity for all large and competitive organizations and gradually it becomes an advantage for small organizations.

At the end of 2012, ERP systems market globally was worth \$ 24.5 billion, up 2.2% from the same period last year.

5.2.5. Implementation of ERP systems

Implementation of ERP is more than using a simple software, it refers to the creation of a meeting point of processes related to the manufacture of products / services (plant floor) with a trio of resources: standards, the software itself (SAP originally) and adjacent computer system.

The architecture of processes that are contained in the ERP system is determined by particularities of each organization. This must be defined before the actual implementation of the system.

5.2.6. Issues in ERP implementation

A common mistake when it comes to implementing ERP systems is the belief that the organization's functionality will improve overnight.

Lessons learned:

- ❖ The involvement of senior management is not sufficient for the successful implementation of the ERP system, this requires the involvement of all employees;
- ❖ It is necessary to construct and integrate the project teams to translate all business processes;
- ❖ The implementation of such a system has no impact if the base that is built on (vision, mission, and strategy) is not one of quality.

5.3. Support information systems for human resource management

Modern human resource management could not ignore transformations generated by the information society and knowledge, thus there were created the human resource management systems (SIMRU or HRIS).

Lessons learned:

- ❖ HRIS system implementation is needed if we desire to make steps towards a strategic human resource management.
- ❖ Such a system consists in redefining the functions and due to its size, it can generate full organizational efficiency.

5.4. Partial conclusions

The business environment in Romania is in a continuous development, influenced by a number of multinational organizations that entered the market. Romanian managers must keep pace with requirements and market dynamics and the procurement of information is of the utmost importance for the competitiveness.

The influence of computer systems on business activity is visible because it contributes to providing information for making any decision. The efficiency of an organization is directly influenced by how it is able to manage information and transform it into knowledge.

Enterprise resource planning systems come to help the organization in terms of process efficiency. The impact of information systems on the human resource management is substantial, but the implementation of these systems depends on many factors and requires a major effort by the staff function.

The benefits of implementing HRIS modules are mostly concerned with reducing time dedicated to administrative issues, government regulations and dedicating more time to management processes and talent issues.

PART III
RESEARCH REGARDING HUMAN RESOURCE MANAGEMENT IN MODERN
ROMANIAN ORGANIZATIONS

CHAPTER VI
RESEARCH DESIGN

6.1. Research goal

The practical part of the thesis intends to identify existing features of human resources management in Romanian - based organizations.

The research has three objectives:

- Determine current HRM practices in Romanian organizations.
- Determine the perception on strategic human resources management in Romania.
- Identifying the impact that the evolution of information technology has had on human resources management.

6.2. Objectives and research hypotheses

Because the hypotheses will be tested statistically, their formulation has been made in terms of maximum clarity, hypothesis being logical and provable by specific statistical methods, table 6.1.

Table 6.1. Detailing of the objectives pursued

INSTRUMENTS	SPECIFIC OBJECTIVES	HIPOTHESIS
I. Questionnaire addressed to the Heads of the HR departments	O ₁ - Identifying the most important criteria used in the staff selection process.	H ₁ : Studies, expertise and professional skills are the most important criteria in the selection of human resources.
		H ₂ : Organizations that believe that development is an important criteria for the selection of employees are also those who are concerned with the practice of career management.
		H ₃ : Organizations who value prior experience of the employees are not concerned with their subsequent formation.
		H ₄ : Organizations that consider the communication capability as an important criteria in the selection of human resources present a high degree of concern for mapping knowledge.
		H ₅ : The nowadays focus of the human resource management is the recruitment and selection of staff.
	O ₂ -The identification of specific human resource activities that have the largest share in the time budget of the HR department.	H ₆ : Motivating human resources is the activity that occupies most time of all specific human resource management activities, while for the direct and active participation in developing the overall strategy of the organization, the time is reduced.

<p>O₃- Determining the degree of agreement or disagreement of the respondents on the most important aspects that have changed in human resources management in recent decades.</p>	<p>H₇: specific HR activities have changed in recent years towards increased responsibilities and workload.</p>
	<p>H₈: Most organizations consider that using an informatic system is required to manage most specific human resources activities.</p>
	<p>H₉: Intellectual capital is considered important for the organization's performance.</p>
	<p>H₁₀: Most organizations measure the impact and importance of human capital.</p>
	<p>H₁₁: Most organizations measure the impact and importance of human capital with a scorecard or strategic map.</p>
<p>O₄ - Identifying topics addressed by general managers and HR managers and their frequency.</p>	<p>H₁₂: Filling and costs associated with the human resources department are the most frequently discussed topics of between top management and HR manager.</p>
<p>O₅- Identifying the role and manner of involvement of HR managers in developing organizational strategy.</p>	<p>H₁₃: Percentage of HR managers who are considered partners and are therefore directly involved in developing the overall strategy is less than the percentage of HR managers who only deliver and implement strategy.</p>
	<p>H₁₄: The role and manner of involvement of HR managers in developing organizational strategy is reflected in the frequency with which certain topics are addressed in discussions with top management.</p>
<p>O₆- Determining the degree to which organizations are turning to outsourcing of human resource management services.</p>	<p>H₁₅: Most organizations surveyed do not resort to outsourcing human resources services.</p>
<p>O₈ - Determine the percentage of surveyed organizations that use an integrated IT system and identification of its typology.</p>	<p>H₁₆: Most organizations use an integrated enterprise resource planning system.</p>
<p>O₉- Identify the adaptability of the system used at the individual organization's needs.</p>	<p>H₁₇: More than 50% of organizations use a customized information system (either custom-made for its own personnel or system provider).</p>
<p>O₁₀- Determining the main interest for human resource management depending on the size of turnover which is recorded and types of capital.</p>	<p>H₁₈: The organization's turnover is higher, the concern for the non-classical activities increases.</p>
	<p>H₁₉: The importance of specific elements of human resource management varies depending on the type of the organization's capital (Romanian private, foreign private, public).</p>

	O ₁₁ - Drawing features of implementation and use of an Enterprise Resource Planning system.	H ₂₀ : ERP system benefits outweigh the disadvantages, and internal efforts are great.
	O ₁₂ - Identify activities that are carried out using information system for human resources management	H ₂₁ : The information system for human resources management is mainly used for payroll and human resource planning.
	O ₁₃ - Determining the impact that the IT system has in terms of quality on HR activities.	H ₂₂ : The computer system has a positive impact on the quality of human resources department specific activities.
	O ₁₄ - profiling organizations and respondents were under investigation.	
The second questionnaire applied to providers of ERP products and services	O ₁ - Identifying sectors of the organizations surveyed that are using ERP products and services.	H ₁ : The main customers of companies providing ERP are active in the production area.
	O ₂ - Determining hampering implementation of an ERP system.	H ₂ : Lack of analysis of business processes is the biggest problem in the implementation of an ERP system.
	O ₃ - Identifying the most significant features in the implementation of ERP systems.	H ₃ : The Human Resources Department plays a role in implementing an ERP system.
		H ₄ : Most organizations prefer an integrated ERP system.
		H ₅ : Implementing an ERP system requires a strategic reassessment of the organization.
	O ₄ - Determining the main reasons that customers purchase ERP systems.	H ₆ : The main reason for the purchase of ERP systems is production management.
	O ₅ - Determining the main aspects that influence the success of an ERP implementation.	H ₇ : The project team is the decisive factor for the successful implementation of an ERP system.
O ₆ - Identify the characteristics of ERP systems market in Romania.	H ₈ : The ERP systems market in Romania is a competitive one.	

6.3. Sources of information and methods used for their collection

The proposed research is an exploratory one because its main purpose is to clarify the coordinates about the impact of the new context and economic changes on human resource management.

The sources of information were determined according to the research purpose.

- **Mediated data collection techniques (indirect):**
 - ✓ Specific documents representing the surveyed organizations;
 - ✓ Reports, studies and summaries of the surveyed organizations;
 - ✓ Official statistics.
- **Direct collection techniques:**
 - ✓ Instrument: questionnaire

6.4. Structure and sample dimension

The first research

Regarding the organizations investigated through the first survey, it consisted in responses from individuals that are the head of the human resources department in companies that have a human resources department and operate in central and western Romania.

For the present study, the investigated collectivity coincides with the corporate research unit, namely with the person who provided the information required by his experience as manager of the human resources department.

The data collection was conducted through a type of direct research, the survey. The instrument used for the data collection was a questionnaire that was applied during the period February 2015 - July 2015, both online and in the physical environment (offline).

The sampling method used was a random one, through which each investigated unit had the same chance of being selected and included in the sample research.

The sample size was determined based on the formula:

$$n = \frac{t^2 * p * q}{e^2},$$

where:

- n - the sample size;
- t - guaranteed research results (confidence level);
- p - sample components that have a particular attribute;
- q - sample components that do not have the attribute considered (1-p);
- e - margin of error.

Based on the calculated formula, the sample size is as it follows:

$$n = \frac{1,96^2 * 0,5 * 0,5}{0,006084^2} = 158$$

The data collection process that took place in the mentioned period (both in the online and physical environment) resulted in a total of 167 questionnaires. The coding and tabulating of the data was performed using IBM SPSS statistical analysis software V.20. A primary check of the database led to the cancellation of 14 questionnaires because of their incompleteness, thus leaving a total of 158 complete questionnaires that were analyzed.

The second research

The second study, undertaken by the second questionnaire and designed for organizations that provide ERP systems for sale was conducted in the same period as the first questionnaire. Today in our country there are 7847 registered companies with CAEN code 6201, in the "Activities of creating custom software (software-oriented)". Based on specific offers systems and related services ERP of each provider companies (consultation portfolios) and by consulting other research developed by the media industry in recent years, we reached a list comprising 75 companies supplying the largest part of total turnover for this type of products and services. These companies have formed the basis for the sample of the second part of the research. Following the distribution of questionnaires, 50 questionnaires were completed out of which 47 have been validated.

6.5. Defining the conceptual and operational variables

Considering the proposed scientific approach, there were drawn a series of hypotheses that were validated or invalidated, according to the results obtained through the questionnaire.

For the design of the questionnaire there were used different types of scales and research variables: nominal scales, interval scales and proportional scales. Also, for the right deployment of the research and more specifically the development of accurate and relevant tools, it was necessary to define the conceptual and operational variables used in the questions included in the questionnaire.

Data analysis was done by using a set of mathematical and statistical analysis software, IBM SPSS Statistics V 20.

CHAPTER VII PROCESSING AND CAPITALIZATION OF INFORMATION

7.1. Processing and interpretation of information obtained from the survey which targeted HR managers

The purpose of this research is to identify the current specificity in terms of human resources management in organizations based in Romania, and it aims to achieve two objectives:

- ☉ Determining current practices in terms of human resource management in organizations on the Romanian market, depending on their activity and size;
- ☉ Determining the perception regarding the strategic human resources management in Romania;

Since the analytical methodologies developed significantly in recent years, the analysis research was performed using SPSS version 20 software.

Data collection was conducted in the period between February and July 2015 through a survey based on 158 available questionnaires.

Below we enlist **the main objectives of the research** and the **validated hypothesis**.

O₁- Identifying the most important criteria used in the selection process of human resources.

H₁: Studies, expertise and professional skills are the most important criteria in the selection of human resources.

In Table 7.1 there are presented data obtained from the questionnaire in response to the first question.

Table 7.1. The most important criteria used in the selection of staff

	Studies	Experience	Communication capacity	Alignment between personal goals with those of the organization	The ability to use information technologies
Mean	6.25	5.44	5.81	4.91	6.03
Std. Error of Mean	.191	.185	.158	.217	.198
Median	7.00	5.00	6.00	4.00	6.00
Mode	7	5	5	4	7
Std. Deviation	1.078	1.045	.896	1.228	1.121
Variance	1.161	1.093	.802	1.507	1.257
Skewness	-1.526	.086	.105	.970	-.797
Std. Error of Skewness	.414	.414	.414	.414	.414
Kurtosis	1.792	-1.119	-1.224	-.761	-.765
Std. Error of Kurtosis	.809	.809	.809	.809	.809
Range	4	3	3	3	3
Minimum	3	4	4	4	4
Maximum	7	7	7	7	7
Sum	200	174	186	157	193

The lowest average we find is concerning the degree of alignment between personal goals with those of the organization (4.91) and the highest average is registered in the case of professional skills (6.72).

The result is that the respondents consider that the most important selection criteria is professional competence.

Table 7.2. The most important criteria used in the selection of personnel (continued)

	Professional skill	Compatibility with the organizational culture	Development potential	Desire development	Volunteering activities
Mean	6.72	5.22	6.22	6.53	5.19
Std. Error of Mean	.103	.189	.166	.135	.213
Median	7.00	5.00	6.50	7.00	5.00
Mode	7	4	7	7	4
Std. Deviation	.581	1.070	.941	.761	1.203
Variance	.338	1.144	.886	.580	1.448
Skewness	-2.008	.208	-.964	-1.281	-.029
Std. Error of Skewness	.414	.414	.414	.414	.414
Kurtosis	3.190	-1.272	-.048	.060	-1.042
Std. Error of Kurtosis	.809	.809	.809	.809	.809
Range	2	3	3	2	4
Minimum	5	4	4	5	3
Maximum	7	7	7	7	7
Sum	215	167	199	209	166

Table 7.3. The coefficients of variation for the results obtained from the first question of the survey

	Standard deviation	Mean	Variation coefficient
Professional competencies	0.581	6.72	0.086458
Development desire	0.761	6.53	0.116539
Studies	1.078	6.25	0.17248
Development potential	0.941	6.22	0.151286
The ability to use information technologies	1.121	6.03	0.185904
Communication capacity	0.896	5.81	0.154217
Experience	1.045	5.44	0.192096
Compatibility with the organizational culture	1.07	5.22	0.204981
Align personal goals with those of the organization	1.228	4.91	0.250102
Volunteering activities	1.203	5.19	0.231792

Considering the average obtained (tables 24 and 25), we enlist the following ranking of the criteria according to their importance:

- 1- The professional competences (6.72)
- 2- Development desire (6.53)
- 3- Studies (6.25)
- 4- The development potential (6.22)
- 5- The ability to use information technologies (6.03)
- 6- Communication ability (5.81)
- 7- Experience (5.44)

- 8- Compatibility with the organizational culture (5.22)
- 9- Experience in volunteering (5.19)
- 10- The degree of alignment of personal goals with those of the organization (4.91)

It should be noted that the hypothesis is refuted by the presented ranking, that shows the fact that the first three criteria are actually professional skills, the desire for development and education.

“Studies” ranked as the third most important criteria, although a few years ago, it was the first one in the minds of employers. Currently, organizations (at least those of medium and large sizes) prefer the qualification as the first criteria.

The second important criteria is the desire for development. This confirms that human resources are seen as the only resource that can grow with time. Organizations that have a high score for this criteria are those who show concern for career management.

H₂: Organizations which consider the employee’s development desire an important criteria of selection, have a greater concern in terms of career management

In this case, the correlation coefficient (r) with a value of 0.909 (intense relationship) shows that there is a direct and positive relation between the two variables and thus it can be stated that organizations which consider the employee’s development desire an important criteria of selection, have a greater concern in terms of career management, confirming the second hypothesis.

By analyzing the dispersion of the values assigned to the importance of the studies, we meet values from 3 (low significance) to 7 (major), averaging 6.25, suggesting that some organizations believe that “studies” criteria is not of crucial importance.

Responses on the importance of experience in the field of interest showed moderate values between 4 and 7, the module is 5. This shows the importance of the criteria, but at the same time that it was overcome by other criteria that are considered more important, or really necessary.

H₃: Organizations which consider experience as an important criteria in the selection process of staff are not particularly concerned with the training of human resources.

Pearson and Kendall coefficient’s values show that between the two variables there is a direct and negative relation. This means that organizations which consider experience as an important criteria in the selection process of staff are not particularly concerned with the training of human resources.

H₄: Organizations that focus on the communication skills of employees are those who show concern for mapping knowledge.

The Pearson coefficient indicates a direct and positive relationship of medium intensity (0.548) meaning that the organizations that focus on the communication skills of employees are those who show concern for mapping knowledge.

O₂- Determining the most important activities specific to human resource management.

H₅: The current focus for HR departments is the recruitment and selection of employees.

Table 7.7 contains the answers to the second question of the questionnaire, the most important activities related to the human resources department.

Table 7.7. The most important specific human resource management activities

	Talent mg.	Career mg.	Motivation	Recruitment and Selection
Mean	5.34	5.31	6.81	6.84
Std. Error of Mean	.347	.319	.070	.065
Median	6.00	6.00	7.00	7.00
Mode	7	7	7	7
Std. Deviation	1.961	1.804	.397	.369
Variance	3.846	3.254	.157	.136
Skewness	-.900	-.888	-1.681	-1.988
Std. Error of Skewness	.414	.414	.414	.414
Kurtosis	-.716	-.540	.877	2.078
Std. Error of Kurtosis	.809	.809	.809	.809
Range	5	5	1	1
Minimum	2	2	6	6
Maximum	7	7	7	7

Table 7.8. The most important specific activities of human resource management (continued)

	Development of performance indicators	CSR activities	Knowledge mapping	Development and learning
Mean	5.56	4.41	4.56	5.91
Std. Error of Mean	.210	.304	.330	.231
Median	5.00	5.00	5.00	6.00
Mode	5	5	2	7
Std. Deviation	1.190	1.720	1.865	1.304
Variance	1.415	2.959	3.480	1.701
Skewness	.087	-.114	-.105	-1.026
Std. Error of Skewness	.414	.414	.414	.414
Kurtosis	-1.556	-1.235	-1.405	.117
Std. Error of Kurtosis	.809	.809	.809	.809
Range	3	5	5	4
Minimum	4	2	2	3
Maximum	7	7	7	7

Considering the average obtained (table 30 and 31) can achieve the following ranking of the most important activities specific to human resource management:

1. Recruitment and selection (6.84)
2. Motivation (6.81)
3. Development and learning (5.91)
4. Develop performance indicators (5.56)
5. Talent management (5.34)
6. Career management (5.31)
7. Knowledge mapping (4.56)
8. CSR activities (4.41)

Analyzing the module is noted that many practitioners believe that activities such as talent management, career management, motivation and learning and development deserve the same importance as recruitment and selection, all recording the modal value 7(seven).

The modal value of 2, obtained by mapping of knowledge means that practitioners do not grant great importance to this issue.

O₃- Identifying the specific activities of human resources that have the largest share in the time budget of the HR department.

H₆: Motivating human resources represents the activity that occupies most time of all specific human resource management activities, while for the direct and active participation in developing the overall strategy of the organization, the time is reduced.

Considering the average resulted, (table 7.9) we obtain the specific activities classification of human resources:

- | | |
|--|--|
| 1. Motivation of human resources (6.03) | 5. Direct and active participation in developing the overall strategy of the organization (4.81) |
| 2. Assessment and remuneration (5.97) | 6. Reporting on human capital performance (4.72) |
| 3. Recruitment and selection strategy (5.69) | |
| 4. Training human resources (5.19) | |

Classification based on the average obtained by each activity confirms the hypothesis according to which motivation of the human resources is the activity that occupies most time of all specific human resource management activities.

O₄: Determining the degree of agreement or disagreement of the respondents on the most important aspects that have changed in human resources management in the recent decades.

H₇: Specific HR activities have changed in recent years towards increasing responsibilities and workload.

In this case, the average value of 4.19 shows that not all respondents consider specific HR activities have changed in recent years towards increasing the responsibilities and workload.

H₈: Most organizations consider that the use of an informatic system is needed in most human resources specific activities.

Technological advance has a new palette of possibilities for viability of activities across all functions of the organization and thus on human resources management (average 3.75).

H₉: Intellectual capital is considered important for the organization's performance.

With an average of 4.13 on a 5 steps Likert scale and module 5, we can say that 158 respondents perceive the importance of intellectual capital for the performance of organizations they belong to.

H₁₀: Most organizations measure the impact and importance of human capital.

Intellectual capital is considered important to the respondents and the impact of human capital (a subcategory of intellectual capital) is not measured by all organizations. The recorded average of 3.78 shows a concern for the measurement of the human capital, but not unanimously. This aspect is demonstrated by the module (3) which shows that the majority of HR managers grant only moderate importance.

H₁₁: Most organizations measure the impact and importance of human capital with a scorecard or strategic map.

The average of 3.66, means that organizations take into account the impact of human capital. The module (3) shows that unfortunately, the respondents grant only moderate importance for this criteria.

O₅ - Identifying topics addressed by general managers and HR managers and their frequency.

H₁₂: Filling of jobs and associated costs with the human resources department are the most frequently discussed topics between top management and the HR manager.

The results show that the media is a representative measure of central tendency of the series distribution.

Considering the average obtained, it results the ranking of the most frequently topics of discussion between HR manager and top management:

1. Costs of HR (5.97)
2. Employee satisfaction (5.91)
3. Appointment (5.75)
4. Performance and organizational development (5.72)
5. Compensation and rewards (5.63)
6. Succession (5.47)
7. Organizational strategy (5.47)
8. Transfer of knowledge (4.94)

Unfortunately, it can be observed that the HR department is still perceived as a cost center although, in strategic terms, it is a center for control and minimization of costs. Activities presented in the bottom of the ranking are actually those that lead to minimizing long-term costs.

O₆ - Identifying the role and manner of involvement of HR managers in developing organizational strategy.

H₁₃: Percentage of HR managers who are considered partners and are therefore directly involved in developing the overall strategy is less than the percentage of HR managers who only delivers and implements strategy.

HR managers who are coordinators of one of the main functions of any organization should be involved in the drafting of the strategy. According to the results, unfortunately this is not the reality in Romania and most HR managers are useful only for information delivery and implementing plans (50%).

H₁₄: The role and manner of involvement of HR managers in developing organizational strategy is reflected in the frequency with which certain topics are addressed in discussions with top management.

Referring to the discussion between top management and HR-manager and the role of the HR manager in the organization, there can be discovered a correlation between these aspects. In organizations where the HR manager is only involved in implementing the strategy or the HR department just delivers information, the costs related to HR activities are the most frequent subject of discussion.

In organizations where HR department manager is regarded as a strategic partner, the highest share in the discussions is related to the actions connected to a truly strategic management.

O₇- Determining the degree in which organizations are turning to outsourcing services of human resource management.

H₁₅: Most surveyed organizations do not resort to outsourcing human resources services.

Hypothesis, H₁₅ is confirmed, most organizations do not resort to the outsourcing for human resources management services.

O₈ - Determining the percentage of surveyed organizations which use an integrated IT system and identification of its typology.

H₁₆: Most organizations use an integrated system of enterprise resource planning.

The hypothesis, according to which most organizations use an integrated system such as enterprise resource planning (ERP), is confirmed by the results of processed data. This means that more than half of the organizations surveyed have invested in developing an enterprise resource planning system because they consider that it is necessary to establish a clear link between all functions of the organization.

O₁₁- Drawing features of implementation and the use of an enterprise resource planning system.

H₂₀: The benefits of the resource enterprise planning system are bigger than the disadvantages, though internal efforts are greater.

The results confirm the hypothesis H₂₀; most respondents consider that the benefits of implementing an ERP system are greater than the disadvantages.

O₁₂- Identification of the activities that are carried out using information system designed for human resources management.

H₂₁: The information system for human resources management is mainly used for wages and human resource planning.

Based on experimental data it can be put together the following ranking by using the average value for the five categories of activities:

- 1- Payroll system (6.67)
- 2- HR rating based on performance indicators (5.81)
- 3- Identification of the need of HR training (4.89)
- 4- HR planning (4.67)
- 5- Creation and monitoring the specific HR strategic map (4.44)

7.2. Processing and interpretation of information collected form the second questionnaire, conducted on providers of ERP products and services

The second questionnaire was conducted on organizations that sell ERP systems. This study was considered necessary in order to identify traits of these specific market. The data presented below are the results and the statistical interpretation of the 47 respondents.

Below we enlist the most important objectives and hypothesis.

O₁- Identifying the main sectors of activity of the ERP system's clients.

H₁: The main customers of companies providing enterprise resource planning are active in the field of goods production.

The structure of customers who have purchased ERP systems notes that over half of customers are active in the production. This is not surprising, considering that one of the most important advantages of this system is that it "translates" orders, indicating exactly the implications at all levels of all functions of the organization.

O₂- Determining the main elements hampering with the implementation of an ERP system.

H₂: The lack of analysis of the business processes is the biggest problem in the implementation of any enterprise resource planning system.

Analyzing the results, we can provide the following ranking by the average value obtained for each aspect:

- 1- Lack of business process analysis (5)

- 2- The lack of a clear overall strategy of the organization (4.75)
- 3- Lack of existing performance indicators (4.5)
- 4- Knowledge of the existence or benefits of such systems (4.5)

O₃- Identifying the most significant features in the implementation of ERP systems.

H₃: The Human resources department plays a role in implementing an enterprise resource planning.

The third hypothesis suggests that HR departments should be clearly at the heart of designing and implementing a system that is designed to improve organizational efficiency and effectiveness.

H₄: Most organizations prefer an integrated planning system resource enterprise.

Media confirms that most customers prefer buying an integrated system.

H₅: The implementation of an organization's ERP requires a reassessment of the strategy.

All respondents chose "strongly agree" with the statement of the hypothesis.

O₄- Determination of the main reasons for which customers purchase ERP systems.

H₆: The main reason for purchasing enterprise systems resource is production planning.

Based on statistical calculations, we conclude the following ranking of reasons for purchasing ERP systems:

- 1- Management of production / inventory (5)
- 2- Accounting (4.75)
- 3- Logistics (4.75)
- 4- Human Resources Management (4.5)
- 5- Supply (4.5)
- 6- Documents management (4)
- 7- CRM (4)
- 8- Facilitate communication (3.5)

O₅- Determination of the main aspects that influence the success of the ERP implementation.

H₇: The team project is the decisive factor for the successful implementation of an enterprise system resource planning.

The hypothesis was confirmed through the analysis of the responses to one of the open questions in the applied questionnaire.

CHAPTER VIII

CONCLUSIONS AND RECOMMENDATIONS BASED ON THE SCIENTIFIC RESEARCH

8.1. Main conclusions regarding the research

The transition to the knowledge based economy requires studying all phenomena and processes specific to management. This study includes new elements and generates a need of understanding the management actions that need to be taken and to practically be used in Romanian organizations.

The aim is to accelerate the process of adapting to the new situation due to the increasing competitiveness of national and international organizations. More broadly, the elements resulting from this research intent to strengthen the management practices in Romanian organizations.

Organizations that adapt to the characteristics of the knowledge economy have a different view on how to conceive and practice management. The differences between the organizations perceived as classical, more specifically, the ones based on control and authority and the new organization model, the one based on knowledge, are major. These, if are not known and understood, can create difficulties in terms of the long-term success of the organization.

Technology changes the world we live in, from the point of view of consumers and also in terms of our employees. Customers have access to more and more products and services, as quickly as possible and under ideal conditions and organizations must struggle to meet and even exceed those expectations.

On the other hand, we should consider the emergence of new types of employees, the experts, which are aware of the major contribution they bring to the organizational performance. From this point of view, the experiences of employees and clients need to be aligned.

The changes that occurred in the international economic environment, in terms of production systems, organizational structures and increased use of information technology determine also major changes in organizations in Romania. In this context, the practice of a truly strategic management is a recipe for success and also the only chance of survival of the organizations on a global, increasingly competitive market. Therefore, the role of human resource management is changing, becoming a basic element for the organization's performance.

Recognition of the importance of an appropriate human resource management for the current environment is imperative for any organization that aspires to progress in Romania. The practice of human resource management in terms of maximum potential involves understanding and nurturing of the dual aspect of the concept, on one hand operational size and on the other hand, the strategic dimension.

Regarding the current state of research on human resource management, it is noted that concerns in this field are not very wide and basically they focus on treating individual aspects (eg. talent management) without addressing human resource management as a whole and emphasize specific unit processes and links with the other duties and functions.

Although classically, the human resources management is perceived strictly by its operational dimension, in order to achieve superior organizational performance, the human resource function must become a strategic partner. Once acknowledged, the transition to such a role must be sustained by evidences, and this requires the development of systems capable to assess and quantify the indirect strategic impact that a truly strategic management of human resources can have. In this

regard, the literature suggests a comprehensive approach of impact assessment, in terms of specific processes of all functions of the organization.

The Balanced Scorecard and the improved version, the strategic map, represents a set of indicators which provide a consolidated presentation of the vision of the management, in terms of performance and involve the relational approach on four dimensions: financial perspective, customer perspective, internal business processes, organizational learning and outlook for growth.

Developing a HR Scorecard presents a double advantage: on one hand, it helps to manage the human resources in a strategic manner and on the other hand, it demonstrates its contribution to the financial success of the organization. The Legnicki-Hall model is the most complex in the opinion of the author, because it proposes a delineation of human resources since the drafting of the global strategy of the company.

The general changes experienced by the society and the economy are reflected in changes in each organization's functions. In particular the function of human resources is the most affected because it is influenced by all categories of changes: changes in the behavior towards the human resources, diminishing of the financial resources, growing awareness of the importance and value of knowledge and the impact of information systems development.

The influence of the informatic systems on business related activities is very visible because it helps to ensure the information necessary to initiate most decisions. So, the efficiency of an organization is directly influenced by how it is able to manage and transform information into knowledge.

The beneficial effects of the informatics systems are many and bring extra rigor, efficiency and effectiveness of management relations and processes, and increase the degree of substantiation of managerial decisions. In the particular case of the effects of using such a system in human resource management it brings an expansion of the functionality of this department.

Enterprise resource planning comes to help the organization in terms of process efficiency, but experience shows that one of the benefits of implementing such a system (successful implementation, based on an analysis and careful planning) is the fact that it forces organizations to reassess their mission strategy and all processes.

The impact of the informatics systems is particularly substantial in the management of human resources. The influences are mutual because the implementation of these systems requires a major effort by the mentioned function. Meanwhile, the benefits of implementing human resource informatics system modules provide reduction of around 40% of the time devoted to administrative problems in the department.

The literature proposes two basic management principles: the integration of information technologies in information processes and the consideration of the comprehensive nature of human abilities.

The research conducted in this thesis went in the two mentioned directions, first analyzing the particularities of the human resource management in modern organizations and secondly analyzing how the information technologies influence organizational activity.

The first research, addressed to human resources managers of organizations operating in the center and respectively west of Romania provided the necessary data for the validation of the following 22 assumptions:

H₁: Studies, expertise and professional skills are the most important criteria in the selection of human resources.

- H₂: Organizations that consider that the development wish of the employees is an important criteria in the selection process are those who are concerned with practicing a career management.
- H₃: Organizations who value prior experience of the employees are not concerned with their subsequent formation.
- H₄: Organizations that consider the communication capability as an important criteria in the selection of human resources presents a high degree of concern for mapping knowledge.
- H₅: The current focus for HR departments is the recruitment and selection of employees.
- H₆: Motivating human resources is the activity that occupies most time of all specific human resource management activities, while for the direct and active participation in developing the overall strategy of the organization, the assigned time is reduced.
- H₇: Specific activities of the HR department have changed in recent years towards increased responsibilities and workload.
- H₈: Most organizations consider that the use of an informatic system is necessary for managing most of the specific human resources management activities.
- H₉: Intellectual capital is considered important for the organization's performance.
- H₁₀: Most organizations measure the impact and importance of human capital.
- H₁₁: Most organizations measure the impact and importance of human capital with a scorecard or a strategic map.
- H₁₂: The associated costs of the human resources department are the most frequently topic of discussion between top management and the human resources manager.
- H₁₃: The percentage of HR managers who are considered partners and therefore are directly involved in developing the global strategy is smaller than the percentage of HR managers who only deliver information and implement strategy.
- H₁₄: The role and manner of involvement of the HR managers in developing the organizational strategy is reflected in the frequency with which certain topics are addressed in the discussions with top management.
- H₁₅: Most surveyed organizations do not resort to outsourcing human resources services.
- H₁₆: Most organizations use an integrated enterprise resource planning system.
- H₁₇: More than 50% of organizations use a customized information system (either customized by its own personnel or by the system provider).
- H₁₈: If an organization's turnover is higher, the concern for the non-classical activities increase.
- H₁₉: The importance of specific elements of human resource management varies depending on the type of organization's capital (Romanian private, foreign private, public).
- H₂₀: The benefits of the enterprise resource planning system are higher than the disadvantages, although domestic efforts are greater.
- H₂₁: The information system for human resources management is mainly used for payroll and human resource planning.
- H₂₂: The computer system has a positive impact on the quality of specific activities of the human resources department.

The second trial, designed for organizations which deliver enterprise resource planning systems, provided data for validation of the following seven assumptions:

- H₁: The main customers of the companies providing enterprise resource planning services are working in direct production of goods.
- H₂: The lack of analysis of the business processes is the biggest problem in the implementation of an enterprise resource planning system.

H₃: Most organizations prefer an integrated enterprise resource planning system.

H₄: Implementing an enterprise resource planning requires a strategic reassessment of the organization.

H₅: The main reason for purchasing an enterprise resource planning system is the production management.

H₆: The project team is the decisive factor for the successful implementation of an enterprise resource planning system.

H₇: The market of the enterprise resource planning systems in Romania is a competitive one.

8.2. Original contributions

The plan of the doctoral thesis and the research accomplished include the following personal contributions which are relevant for the field of human resource management:

- Formulation of personal opinions concerning the completion of some definitions;
- Indicating some instruments or pathways that are considered beneficial for a successful strategic human resource management;
- Making recommendations regarding the development of specialty literature;
- Application of statistical methods in order to identify and explain the causes and effects of the problems appeared during the research;
- Determining certain influence relationships between various factors involved in the human resource management.
- The research results have been used and will continue to be disseminated through presenting them at conferences and by publication of results in various journals and magazines.

In terms of practicality of the conducted research, the results were disseminated to the organizations that were willing to participate to the research undertaken.

8.3. Recommendations for developing a strategic human resource management in Romanian organizations

The proposed recommendations come from the desire and hope to stimulate the development of a strategic human resource management in organizations from Romania and were formulated based on the research conducted in the academic literature, but also in term of the results from the two conducted studies:

- Perception of human resource management in terms of both components (operational and strategic), noting that the first characteristic does not mean implicitly that the HR department is a source of cost and with the belief that the second dimension is actually the source to reduce costs on the long term.
- Development and use of strategic maps, covering in detail each specific process in each organization's functions and highlighting all links created between processes. Links should also be perceived as potential sources of value added and treated as ways to transform information into knowledge.
- Taking advantage of technological developments in order to simplify the administrative aspects of decision making and ease the strategic decisions.
- The efficient implementation of enterprise resource planning systems and understanding how to use efficiently these tools.

8.4. Future research directions

The research presented during this thesis has generated interest in other directions related to the investigation. The main directions that should be addressed in the future include:

- The need to develop studies in the human resource area in order to complement the literature. Also, addressing human resource management and study the performances compared to management practices from the European Union and United States respectively.

- Develop a series of studies focused on the level of training of the human resource management practitioners in the organizations operating in Romania. This means, on one hand questioning these practitioners and secondly on conducting an analysis of the educational offer in this area and also the number of beneficiaries of these opportunities.

- Studying the perception on intellectual capital, determination of methods for quantifying its exact impact. Ideally, the study should focus on identifying mentioned issues in relation with the educational institutions because they are the ones that will provide future human capital.

- Develop a statistic- mathematical model as a tool for proving the correlations between human resources management and organizational success.

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