Current and Future Perspectives in Human Resource Management

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Human Resources management sights the elaboration of personnel policies and also implementing them in the organizational and institutional environment. Modern management comes to emphasize the role of the human factor under the impact of the latest conception related to the organization's personnel functioning (Wright, & McMahan, 1992).

Management, as a process, focuses on reaching certain objectives (purposes) using resources such as: employees, materials, places and given periods of time (Van Der Aalst, & Van Hee, 2004). The resources are defined as inputs of the process and the objectives represent outputs, as the success of good management is determined by the report between such inputs and outputs, which indicate the organization's productivity (Ballou, & Pazer, 1985).

The prognosis of the personnel demand based on showing and balancing previous tendencies must present a set of possible development options of the human resources. So in the future the organization, based on the optimization criteria, chooses the best variant.

Nowadays the competition and rivalry we meet in the economic field put implicit and explicit pressure on the organizations in order to develop and introduce new ways of raising the efficiency and effectiveness from the point of view of labor forces.

In the past years we have noticed the emergence of a triad which is practically built from IT means, systems of managing human resources and programs of organizational development (Arthur, 1994).

Thus, professional literature (e.g. Delaney, & Huselid, 1996) emphasizes the existence of three tendencies which accelerate: the intensive collaboration of each employee of the organization with the rest of the team members, changing the dichotomous managerial mod (thinking – executing), developing the creative role and raining the social responsibility of the employer.

The approach related to the labor force reported to the general level allows to recognize the fact that all people who are part of an organization, no matter the position they occupy, represent a significant potential source from the point of view of team work, putting in action

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and last but not least, creativity (Craiovan & Centea, 2011).

Another sequence of change is related to the fact that the traditional division of labor between thinking and doing (applying, executing) will at some point cease to exist, allowing all individuals to become part of the organizational process (Swanson, & Holton, 2001).

Strategies of problem solving, innovating and volition represent basic elements of functioning among the teams of employees which activate within an organization. Such structure will develop in the near future based on using crossed task exchanges among the organizations' employees, by raising the educational level of these people (see the life-time continuous learning) and also by evolving the management.

Today human resources management represents a transverse activity which is present in all social-economic areas (Broadbent, 1998). In this practical context, when we speak of human resources management, a first psychological addition shows that these address to all the organization members, being incorporated in its strategies and attempting to offer strong points which sight performance and implicitly reaching the work objectives.

From a theoretical perspective, human resources management is found in the complex set of modern management theories. Building human resources management is mostly based on identifying organizational opportunity related to its future (Wright, Dunford, & Snell, 2001).

Such opportunities which not long ago were represented by production capacity are today centered on human value and its sources of potential. The human resources strategies are therefore based on systemic components which view the organizational management side and also the future prospects (Colbert, 2004).

At a closer look upon the human resources management we may notice the presence of two main directions. The first is the area of human resources management. This refers to the aspects related to a social contract, payment modalities and legal aspects. The second direction refers to the modality of developing and expansion of human resources, field which includes career management, the field of personnel recruiting and training, development of competences.

If we introduce the directions previously enlisted in an organizational *gestalt*, we may notice that human resources management addresses all the development stages of the organizational actor, starting with the educational one and passing through recruiting phenomena and career management, labor and work performance evaluations, concreting a form of attachment towards the organization, work-related satisfaction and recognition in a modern production system (Herman, & Korenich, 1977).

In 2011, Pigeyre pointed out the existence of several analysis models in the field of human resources management. Adapted to social, economic and psychological needs of

organization actors, models which can be: mostly productive (Boyer and Freyssenet, 2000), with a dominant linear representation (Dietrich, Pigeyre, 2006), and instrumental (Brabet, 1993).

In 1992 Wright and McMahan emphasize that human resources management is characterized by heterogeneous set of practices, rules, actors and contexts which are part of a negotiable interaction (also permanent). This interaction takes place in the organizational, social and economic field.

General knowledge and the development of modern technologies which occurred during the past hundred years have majorly influenced the evolution of worldwide economics, in a much faster rhythm compared to previous times. The transformations which are due to the Internet (Cascio and Aguinis, 2008) have led to considerable changes related to all we know today as electronic technologies (Wall, Michie, Patterson, Wood, Sheehan, Clegg, & West, 2004). Also, Cascio and Aguinis emphasize the fact that "the twenty-first-century organisation must adapt itself to management via the Web" (2008, p.135)

Human resources management therefore plays an important role, practically becoming on one hand a mean of support and development of the learning processes and innovation for each organization. On the other hand, the development of its own dynamic sights scientifically validated practices which resonate to the employees and their skills in perspective, no matter if they are met in an office or at home through an on-line computer (Gajendran and Harrison, 2007).

Even so, from a psychological perspective, there will always be a direct connection between the human resources management strategies and the work motivation (Gawel, 1997). The models of this connection come from the recent history and show that human resources are the ones who become the arbiter of the context, environment, causality and social complexity (Russo, & Fouts, 1997).

We should also recall the model proposed by Maslow, addressing motivation towards work and its connections to psychological factors such as protection and social safety (in this area); also we may take into account the affiliation factors and the ones regarding prestige, respect and appreciation (Maslow, 1954).

Another model belongs to Herzberg (1968) which refers to contextual, extrinsic factors such as relationships with work colleagues, work conditions. The intrinsic factors are represented by work performance, understanding and knowledge related to the respective work, presence of responsibility in relation to received tasks and also personal development reflected by career advancing.

Nowadays, human resources management which stakes on the motivational complex brings to discussion, among other aspects, the competitive support of the organization. Therefore the empirical studies show that human resources might be a generating source of competitive

advantages by bringing together a series of criteria such as value, rarity and impossibility of replacement or imitation (Wernerfelt, 1995; Barney, 1991; Conner, 1991).

Human resources, through their role and implicit particularities may suggestively represent the specificity of management as a type of human development. From this point of view, it seems that managerial decision in the field of human resources management are among the most difficult to approach, taking place in the interaction with individual actors who also become subjects of such decisions. Modern management is the one which promotes change. It can now be named employment mentality, of responsibility which is given to all employees of an organization (Hofstede,1993).

Human resources management can only intervene in understanding what is really happening, by studying the influential actors, their strategies to obtain power, objectives and set of practices which may result in this process. The intervention in human resources management involves expert management skills, cultural management and sometimes international teams.

In recent years, the management of human resources has been enriched by new currents of thought mainly based on social sciences. These contributions lead to reconsidering management practices by integrating new concepts of man at work. In this context, it is important to clarify the concepts resulting from this research work and its applications in human resources management. Human resources management may offer a diagnosis and may represent, depending on each case, a method of reconcilement between different expectations of the social actors when it comes to human resources management (Hale, & Hovden, 1998). The modality in which such strategies can be structured as generalized responses in order to improve the organizational behavior remains a problem open to further discussions (Dean, & Bowen, 1994). In the future, management activity will be based on the comprehension of human potential, and the process character of labor which will have the main purpose of stimulating creativity and innovation between employees.

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