
STRATEGIC HUMAN RESOURCES MANAGEMENT AND CAREER PLANNING

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Abstract

Human resources management and labor economics operates with a variety of terms whose contents are often intertwined. The desire to deepen specialist fields of science related to human resources led to an avalanche of concepts that, because joint enrolment spheres were often used incorrectly when they were taken in economic practice. Precisely for this reason we intend to create a presentation and to relate them to the current concept of human resources. Career is explained by some authors as the sequence of functions in ascending order of prestige, through which the employee in an orderly manner, as a rule foreseeable. According to other authors, career consists of a succession of positions in a hierarchy, with associated functions. In a subjective interpretation, from the perspective of the individual, is the dynamic career in which a person perceives life as a whole, and interpret the significance of various personal qualities, actions and things that have happened.

Keywords: Human resources management, Strategic management, Career planning.

1. INTRODUCTION

"The business world is in a process of continuous change". This phrase has dominated and dominates the economy of the last decades. Organizations prepare their strategic plans, trying to foresee change and adapt on the fly an environment in perpetual transformation, which markets or expand their boundaries constantly growing requirements of consumers. More, better, faster (Comşa, 2003).

Human resource management can be instrument of action, a means of improving results in the company, taking into account the interests of employees. The employer-employee works perfectly when identified and resolved interests of both parties, and human resources management, in addition to its other roles, trying to identify and meet those levers that can cause the same time and to the same extent the needs of the organization and resources human (Manolescu, 2003).

The situation described above is considered ideal, and unfortunately relatively rarely encountered in practice. At first glance, the two sides appear to have opposing interests: on the one hand the desire of the organization to achieve maximum results at the expense of human resources, and on the other hand the interests of human resources, who believes that the growth requirements of the undertaking

may lead to an increase in pressure on them (Armstrong, 2003).

Human resource management can reduce the differences in the perception of both sides and can contribute to satisfying the interests of both groups. But this is not the only purpose of human resource management. It identifies the human resources which are best suited to business needs, coordinate their integration into the organization, evaluate the performance of their work, identifies the most appropriate means to motivate those tasks and find appropriate methods to create a work environment free of conflict, favoring the results.

2. CONCEPTUAL FRAMEWORK OF THE HUMAN RESOURCES MANAGEMENT

Describing how employees were treated as human resources, Manolescu said that "the traditional attitude is to treat people as mere "spending" or trend accounting approach, as mere costs".

In economic theory of human resources have been addressed in numerous scientific treaties. Depending on the time, the current economic, scientific bill authors, employees, workers, or new human resources were presented in a variety of poses. Use of terms was closely linked to the role which they were assigned. Following the terminology which has been used over time was different, depending on the social order and depending on the historical period (Cole, 2000).

If the last task consists in performing a work employees, most often - raw, name was the "labor force" - because people were appreciated for the force with which worked - or "labor" - reference to the main instrument with which one worked, through which transfer their power over matter that process, matter of thing. The concept of "labor" used today, along with the new term "human resources", meeting all physical and intellectual skills which man uses in the process of obtaining goods and services, and was used to describe or characterize working table and not the individual, with distinct needs and personality of its own. "The traditional theory of enterprise employees were seen through the way in which they are serving, orderly defaults certain operations".

The labor force was introduced the category of production with the transition from feudalism to capitalism, when the forces of production scope has broadened considerably. From the moment man began to be treated as "productive force" as well as other inputs (Manolescu, 2003).

The rapid evolution of the economic environment in constant motion under the influence of causes rapid changes in economic theory. The latter tries to take into account the macro and micro environment changes, theorizing reality and trying to provide solutions relevant problems in practice (Mathis, 2014).

An original approach to the concept of professional competence chain and its application in organizations makes a connection between the competence and performance of the individual, team, and organization (Corbos, 2005, pp. 65-66).

An efficient managerial act can be accomplished through direct action on human resources which influence the development of the company (Muscalu and Muntean, 2012). The human resource function of the firm, doubled by the effective action of all categories of staff, managers, leaders, people allows the management and leadership to bring new skills, higher competencies, people from different backgrounds and life experiences, even methods, for a proper behavior of the firm and recognized competitiveness in the environment (Trifu and Croitoru, 2013, p. 82). In an era of globalization, there is a tendency for creating virtual teams that are characterized by the geographical dispersion of members and are bound to communicate via modern electronic instruments (Mocanu, 2014, p. 52). Moreover, the profile of the new manager will change, because the manager himself has to adapt to changing market needs (Duduiala Popescu, 2013).

The rapidity with which concepts succeed sometimes lead to an incomplete understanding of their use and to confusion of terms. It is sometimes the case with the concepts of "human capital" and "intellectual capital".

Currently, the total amount of business outside the financial amounts and physical goods plus other values: corporate image, brand, patents and other intellectual property etc., all forming the total market value of the business (Armstrong, 2003). Services became the main dynamic component of economic competition (Plumb and Zamfir, 2011; Zamfir, 2010, 2011). Moreover, excellence in management may be achieved through integration and competition (Corbos, 2011).

A simple definition that can be given characterizes intellectual capital as a whole knowledge in an organization. For this reason, the perception of intellectual capital can not be static, but must be a dynamic, driven by permanent accumulations occur. Knowledge is thus constitute intangible resources, which, besides giving total tangible business value (Popa, 2004).

Referring to the intellectual capital in "Human Resources Management" Armstrong identifies three elements of intellectual capital:

1. Human capital - knowledge, skills and abilities of employees in an organization.
2. Social capital - the accumulation and distribution of knowledge derived from the richness of relations within and outside the organization.
3. Organizational capital (also called structural capital) - defined as knowledge "institutionalized" you

have an organization that is stored in databases, manuals, etc. (Cole, 2000).

Although often were generated confusion in the use of the two concepts, experts are unanimous in saying that human resources are not equivalent to human capital. Human resources generate, store and use knowledge (human capital). These are amplified by interactions between them (capital) to generate knowledge in possession institutionalized organization (organizational capital). The same author provides a clear distinction between the two categories saying "organizational capital remains even if the employee leaves: human capital is intellectual activity that goes home every night with employee organization" (Deaconu, 2004).

The term human capital Schulz was introduced in 1961, followed the same author to achieve this characterization: "I believe all human skills as either innate or acquired. Qualities that are valuable and can increase by some part of human capital investment".

The idea of investing in human capital was first developed by Adam Smith (1776), who argued in "The Wealth of Nations" that "differences between different individuals with different levels of education and training reflect differences in the return costs used to achieve these qualities. Return on investment in the acquisition of skills can therefore be compared with their return to physical capital".

There are growing demands for highly skilled and educated people, because the management is knowledge-driven, knowledge being the "heart" of the society (Zamfir, 2008; Zamfir, 2013, p. 56).

The qualities that make up human capital "dowry" that employees come to the company and they will manage their own interest and that are now part of the organization.

Business ethics has to be a gain for managerial decision-making, by means of generating recommendations that can morally orient managerial decisions (Georgescu, 2013, p. 29).

Summarizing we can say about human capital that consists of intangible resources that employees offer employers. In light of the foregoing, it is evident that human resources decide if, when, and to what extent they use human capital that you possess. The company, through salary that pays ensures their use at work, it can be interpreted as a means of payment for rental services or skills the employer (Manolescu, 2003).

Human elements of organization assets are able to learn, able to change, which can be innovative. I can be creative, and if the organization is appropriate levers of motivation, they can provide long-term business success. The value in an enterprise is created by the knowledge and skills of employees. Precisely because of this human capital must be maintained and developed (Armstrong, 2003).

It is up to the employees if they are in their ability they possess. As a result, HR managers must motivate employees and lead them to provide all the knowledge and skills company. The holder of such knowledge and skills remains an employee, the company doing nothing else than to "rent" against a reward or salary. Moreover, employees may acquire, in addition to a higher level of cash earnings, greater job satisfaction, increased opportunities in their career, and not without significance in this period, certainly better place work.

Managers have to increase their emotional intelligence, and in turn, to enhance the organizational citizenship behaviors of their subordinates (Ölçer et al., 2014, p. 386).

There are different relationships among the four components of psychological empowerment (i.e. meaning, self-determination, competence, and impact), job satisfaction and job performance (Ölçer and Florescu, 2015, p. 5).

Human capital investments can be made by companies or by employees interested in their training. Sometimes, the investment in their training may be a guarantee in finding a better paying job. Sometimes the service can provide a guarantee of keeping current. This investment can sometimes mean high costs for the individual, embodied in financial costs, time and effort invested conducted during the preparation.

For this reason, the decision to invest in their training can be a difficult one, as determined by the benefits to be obtained, benefits must outweigh the costs (Mathis, 2014).

3. CAREER PLANNING

Strategic management is necessary as a way to implement specific, to operationalize these mutations produced large global firm management. "Focused on anticipating changes to be made at the company so that the environment needs and opportunities nationally and internationally to be exploited effectively, strategic management is a new state of mind, in this blends harmoniously with the future, and the concept of strategy becomes the central management decisions and actions".

Strategic management involves changes in the behavior of managers and subordinates to set realistic goals and medium term, ways of achieving them, the resources to be committed to their fulfillment - all amid consideration of multiple influences exerted by environmental factors (Deaconu, 2004).

In the current period to the personnel managers are new responsibilities. Functions that belonged in the past department personnel is the responsibility of the company in its entirety. The literature deals with

themes "classical" human resources subject companies operating in 'normal' economies. But what happens with economies in transition? A variety of other particularly sensitive issues come to "enrich" the powers of human resources managers and important questions waiting viable solutions:

- "How dimensional numerical staff will be for the immediate and for the future?"
- "Why posts may opt to reduce personnel costs while maintaining production capacity within normal limits?"
- "I will opt for temporary disposal of part of the staff?"

Many other examples could continue with many such questions that HR managers must face. All these questions and many others need to be found and this should be done under increasing pressure from senior managers, employees and trade unions.

A fair human resource planning can prevent business failure, better coordination of their activities in achieving the organization's objectives. For these reasons, the management of personal work can not be left to chance, but should be planned and strategic thinking (Comşa, 2003).

Human resource planning is the process of determining what human resources are needed to achieve the strategic objectives of the organization.

In addition to this simple definition given by Armstrong can remember, and another made by Aurel Manolescu: "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 at place" (Manolescu, 2003).

If the two definitions present human resource planning as generally concerned with providing the necessary human resources, some authors (Armstrong) emphasizes differentiation that occurs between human resource planning and human resources requirements planning (staffing) (Armstrong, 2003).

In this stage must have been a quantitative and qualitative approach to human resources expressed by the following questions:

1. How many employees do you need?
2. What kind of employees?

Therefore human resource planning covers a larger area than the determination of human resources including how people are hired and trained to improve organizational performance.

Often these strategic objectives that must be met are compromised due to ignorance of the importance

of human resources. This presents a number of obstacles "operational" aimed at:

- Lack of highly qualified labor force;
- Qualification exceeded;
- Labor costs are too high; - Shortage of labor.

Managers must now respond to external events and respond to them promptly to understand, flexible organizational structures choosing. The entire planning, as well as human resources management as a whole must be based approaches related to accepting responsibility for investing authority to act autonomy, empowerment (Popa, 2004).

The strategic plan of the organization must identify factors for successful organization and human resource planning contributes significantly to the strategic management process by providing labor required to obtain results (Mathis, 2014).

The error most frequently in human resource planning is the focus on short-term replacement of personnel and their discordance with long-term plans of the organization. The entire management of the organization, especially department managers should look human resource planning as one of the most important tasks. Unfortunately there is the misconception that this task personnel department - if it exists. Department of Human Resources just to assist managers in other departments in developing individual plans and their integration into a comprehensive plan. Such integration is done in human resources planning strategy of the organization.

From strategic and operational planning there are some differences. Organizational strategy conceive ways that can be done mission enterprise, establishing a hierarchy of objectives at different levels. At the operational level, it is up plans on how to achieve strategic goals - who must perform each action, which will be operational during the next - for the strategy to move quickly and efficiently (Armstrong, 2003).

The planning can be broken down into the following steps:

1. Determine the impact on each department's organizational objectives (in terms of human resources).
2. Identifying the skills, experience and number of staff required for organization-wide goals and departments.
3. Determination of net demand for human resources were evaluated after those in the

organization.

4. Develop action plans to ensure the necessary human resources anticipated.

In the first stage, the manager's role is to determine the implications of the organization's objectives and strategy on human resources management. At the same time, managers are responsible departments to respond to these implications. Human Resources Department may occur in the initial phase of setting objectives, providing information on available staff organization (Cole, 2000).

After fixing long-term goals and short term objectives and departmental managers at operational levels will determine the skills and experience necessary to achieve the objectives. Analysis of net demand for labor takes into account existing and anticipated human resources of the organization (Popa, 2004).

Step next estimate net demand for labor is to develop action plans to achieve the desired results. If estimates indicate the need to increase the number of employees will have developed a plan for recruitment, selection and training of new employees. If the results indicate the need to reduce staff, will develop plans that will lead to the desired result. If measures are not fast, then we can use naturally reduce staff by ceasing employment. Other methods which do not reduce the total number of employees in the organization are: rerouting, transfer or redistribution of workload among employees by reducing working hours. Reclassification refers to demote the employee, or diminishing its responsibilities. Usually rerouting is accompanied by a reduction in salary. Methods that consider reducing the total number of employees are mainly: dismissal, dismissal, early retirement, voluntary resignation, the last two generating granting of compensatory financial facilities.

Commonly used term "career" has no universally valid explanation. In a way it is viewed in terms of human resources management and in another as individuals perceive career as a long string of job opportunities becoming better and getting better paid. The concept has many meanings, there is no official definition until now widely accepted that meet the consensus of experts (Cole, 2000).

Current research indicates that money is no longer an incentive to maintain safe performance, especially long term. Increasingly often, it appears that material rewards a criterion in choosing a job, then reverse it to matter less being sought another job satisfaction

The role of the individual. The time spent by individuals for career planning and development is very low. Any employee has the same needs of the organization to which it belongs. A fundamental difference between the organization and the individual is that the organization has, theoretically, unlimited life, while the employee has a finite time, which can showcase their skills and take decisions on career development. Responsibility for career development increases with reducing alternatives

(Mathis, 2014).

The role of managers. Managers, in addition to their own career planning and development, have a duty to help employees identify their own way and best way in professional development (Deaconu, 2004).

The main specific methods that you can use manager are:

- a. The inclusion of career planning sessions employee performance evaluation.
- b. Facilitation skills, broadening and enriching work performed by employees to develop their careers.
- c. The inclusion of career planning sessions employee performance evaluation. Performance Analysis. Manager provides an excellent opportunity to provide consulting services. In this way helps the employee to improve their career plan, setting with realistic ways for achieving professional aspirations. It is necessary for career planning, describing the obligations of a particular job, performance evaluation and assessment of quality of work from the manager to be a unitary concept for the employee to feel included in the great family which is the organization.
- d. Facilitation skills, broadening and enriching work performed by employees to develop their careers. In general, the entire staff has allowed the training courses to broaden and enrich the work done in order to achieve individual career goals. Employees who feel that the manager is interested in their careers become loyal, performing at the same time, quality work.

Career planning for employees of a company is the process of identifying individual career goals and ways to help the individual in achieving them. This affects both the individual and the company through the following implications:

- Better development of employees about the need for fulfillment through promotion.
- Self-assessment by employees of the possibility to start a new career path.
- Better use of existing human resources within the organization.
- Improved performance as a result of good preparation and knowledge advancement opportunities.
- High employee satisfaction.
- Loyalty and longevity in the company.

- Paying attention equally to all employees.
- Better identify individual training and development needs, etc.

Career planning is a very complex and systematic process of targeting career development and implementation of strategies, self-assessment and analysis of the opportunities and to evaluate the results. Also, career planning process engages both the responsibility of the individual and the organization.

4. CONCLUSIONS

The individual must identify their skills and aspirations and capabilities, and by evaluation and counseling to understand what effort or training requirements and development. The organization, in turn, must identify needs and opportunities, to plan and to ensure its employees staff the necessary information and appropriate training for career development, which means that organizational needs can not be met if the individual needs are neglected.

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