

ORGANIZATIONAL PERFORMANCE AND MANAGEMENT OF HUMAN RESOURCES

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Abstract

Studies in the field have shown that productivity and quality are perceived as being the most important aspects for the companies dealing with this subject. The best methods to improve quality are: motivation of employees, change of organizational culture and employees education. One can see that all these are related to human resources. Therefore we can say that human resources managers play a very important role in the work meant to improve quality and productivity. First of all, they have to focus on the application of quality principles which will improve the operations related to human resources within the company and which will also improve the assistance for clients. Secondly, human resource specialists have to identify and work out all cases of insubstantiality in the company policy, when employees are faced with conflicting information. Thirdly, and the most important role of human resources specialists is to facilitate the application of methods designed to increase quality and productivity by means of such activities as: recruiting future employees, training, evaluation, reward or other activities connected to work relations. Each of these activities needs special attention in order to be able to adjust them to the company targets, to work conditions and to its culture.

Keywords : human resources, organizational performance, competitiveness, work productivity, employees involvement.

INTRODUCTION

Integrating the human resources strategy in the general strategy of the company
Staff function has emerged within a company as a consequence of:

- increase of company dimension
- increase of number and of complexity of legal regulations referring to employees
- modification of environmental social contents

Responsibilities of human resources specialists refer to elaboration, implementation, modification and control activities over the staff strategy, as well as to counseling activities for problems connected to administration and targeting of human resources.

Environmental pressure put on the company has resulted in a necessary increase of the role of human resource specialists within the strategic management process. Thus, the company's strategy establishes the ways towards income increase, costs reduction or enlargement

and diversification of the work field. All these evolutions mean correlations with the number and structure of the work force.

Staff strategy is that part of the organizational strategy which refers to human resources function and it is a functional strategy within which decisions are taken in a strategic, managing and operational way [2].

Human resources strategy is decided in such way as to achieve a connection between the employee, the position, the company and the environment by means of policies like: ensuring of staff work, settlement of performance, development of employees, rewarding-motivation, organizational change [4].

The following types of strategies can be decided depending on positions and employees:

- permanent employee – permanent position, which means to choose an employee fit to the position
- flexible employee – permanent position, for which the employee is supposed to acquire knowledge and know-how necessary to a

good performance of the position requirements.

-Permanent employee – flexible position, in which case the position needs to be adjusted and modified according to requirements, work condition, rewards and consequently to be in accordance with the employee's needs.

-Flexible employee – flexible position, when both components are to be modified [4].

MATERIAL AND METHODS

Researches have shown that two major concepts are used when referring to improvement of quality and efficiency.

The first concept is “team production” (employee's involvement or team work).

The second concept, “lean production”, focuses on quality management, continuous simplification and improvement of work.

Both concepts represent a change from the traditional models; both refer to a high quality production and both need a change of vision of the company, and a highly management involvement. However, there are fundamental differences between the two concepts.

The main methods to improve performances in the company are: teams involved in the improvement of work quality (quality circles), self-managed work teams, stimulation of employees, financial stimulation system, suggestion systems, modification of employee behavior.

RESULTS AND DISCUSSIONS

“Team production” model

Involvement of employees gives them power, information, knowledge and rewards. Power means to take decisions and this can be achieved through “quality circles” [1].

Employees can receive information about the global performances of the company, the department performances where they work, as well as information on the

technological changes that can affect the company or information about the competition.

Knowledge is obtained by special training programs which will enable the employees to fulfill complex tasks, to participate in decision making and to achieve performance in the team.

Table 1: Comparison of “team production” and “lean production” concepts.

Lean Production	Team Production
Manager as boss	Manager as instructor
Continuous improvement by small steps	Dramatic changes
Targets: high productivity and quality	Targets: organizational efficiency, work quality
Simple repetitive tasks done on basis of best methods	Complex, long-term tasks
Flexible work teams, “quality circles”	Permanent teams, often self-managed
Team cross-training	Team cross-training
Focus on production; high level of stress	Focus on sharing the profit; security of position

Companies where employees are highly involved – allow that a great part of responsibilities and power of decision be in the hands of “self-managed” teams. Such companies take decisions and fulfill and control the activity with a minimal assistance from the superior management [3].

“Lean production” model

In this case, small teams are responsible for small, simple, repetitive tasks and the team members learn their tasks making possible the shift of position within the team. The teams have to find means and better ways to fulfill their tasks.

Setting the targets

This represents a technique which has often proved successful in the improvement of work performances and increase of employees motivation.

Researches have shown that, in order to be efficient, targets must:

- be not very simple to achieve, but not impossible to achieve either;
- be specific and measurable;
- be accepted by the employees;

-assure a feedback

Re-designing the position

This technique is often used and is meant to solve quality and productivity problems and to increase motivation potential.

A new theory of the contents of a position focuses on variety, importance, identity and autonomy as specific elements of the position.

In order to increase motivation potential, several specific changes can operate in the way in which the respective work is done [1]:

- combination of tasks
- setting of relations with clients
- opening of some feedback channels
- creation of work units

Recent researches have shown that re-design of position (as motivation technique of employees) gets better results when automatic new technology is used. Specialists think that this improvement is due to the following factors:

- increase of motivation
- reduction of time necessary to wait for a specialist to come and fix the machine
- a better anticipation of problems and, consequently a better prevention of accidents.

The results of specialists' researches on the efficiency of motivational techniques are shown in Table 2 and one can see that financial stimulation is the most efficient way to increase productivity.

Table 2: Comparison of main techniques to motivate people

Technique	Nr. of studies	Average increase of productivity by means of respective motivation technique
Financial stimulants	10	30%
Setting of targets	17	7%
Participation in taking decisions	16	0.5%
Re-design of position	13	16%

CONCLUSIONS

Setting of targets is also a good enough technique, however participation systems in taking decisions and re-design of position have proved to be the least efficient as regards improvement of productivity, these two being immediately followed by the socio-technique systems and by the financial stimulation.

The technique of position re-design is a bit less efficient, but the impact on productivity cannot be neglected. Consequently any of the above mentioned methods can be useful if it is properly applied. The study made by Richard A. Guzzo suggests that a combination of these techniques could be more effective than working with one only.

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