HUMAN RESOURCES MANAGEMENT – INCREASE FACTOR FOR THE COMPETITION BETWEEN THE COMPANIES FROM THE EUROPEAN MARKET

MANAGEMENTUL RESURSELOR UMANE – FACTOR DE CREŞTERE A COMPETITIVITĂȚII ÎNTREPRINDERILOR PE PIAȚA EUROPEANĂ

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Abstract: *The level of income from EU is different and presents discrepancies, but in the last 10 years in the new countries of the European Union started an increase of 40%.*

The human resources department is involved in the political phenomenon in relation with the individuals and mainly in the manpower movement across Europe, before and after the Eastern European countries joined EU. The responsibilities of the human resources department are continuously changing because new responsibilities and challenges are generated with the political changes.

The consequences of the human resources management in the internationalization and globalization context represent an adaptation cause and a high level of sensitive awareness.

The human resources will interpose any cultural changes in the company, not only at the organizational culture level of the company they are responsible for but also concerning the sources for sustaining a high level of international competitiveness. A good functioning through open communication at the level of human resources department represents a guarantee for the European and international competitiveness.

The human resources manager and management are present as an important aspect of the current business tendencies.

Key words: *European Union, human resources management, lifecycle, human resources theories, intellectual integration, Maslow principles.*

INTRODUCTION

In the last years, the economic crisis hit most of the economies and implicitly most of the companies from the European states, the theoretic framework for the competitiveness on the European market being related to the changing and fluctuating economic current from the last months. The Lisbon strategy, an approach based on 3 pillars focused on the EU environmental, economical and social aspects, has as purpose to transform this area in one of the most competitive and dynamic economical area. An important part of the Lisbon strategy is the improvement of the free mobility of the manpower and the possibilities of employment across Europe in order to ensure transparency in the competitiveness and accessibility of the manpower across the borders of one country. In figures this means an increase from 61% to 70% (for women from 9% to 60%). In general a revival of the unemployment ratio could not be proved because the economical increase in Europe is not very high and a comparison was not possible, but the intermediary objectives were achieved.

MATERIALS AND METHODS

The authors of the research used the following methods: data identification and collection, data process and analysis, data observation and interpretation. In this research the authors analyzed the human resources management competitiveness at European and national level.

RESULTS AND DISCUSSIONS

The level of the income from EU is different and presents discrepancies but in the last 10 years in the EU new member countries started an increase of 40% reaching in the future 525 of the EU average.

For the European companies this means a competitive advantage for keeping and using a specific manpower and the existence of a high level of competitiveness related to the costs on the human resources market from other countries. The international and multinational companies have the opportunity to use these advantages more than the local companies and can

combine the low quality resources with the high quality resources in the most explicit way.

In the complex framework of EU competitiveness with all its related companies and compared to the other economic zones like: Japan and USA there is a recommendation to protect the domestic market.

Discussing about the human resources department which exists in the European companies we can notice that this department is divided in two, first of all from functional point of view to insure the proper way of working of duties and responsibilities of this department (development, training, salary payment, integration and connection functions) and from managerial point of view because the human resources department is part of each managers duties from a corporation.

The researches show that the objectives of a human resources department present a strategic evolution because this department evolves from a pure administrative position to a strategic one for any developing company.

The human resources management theories reflect different approaches related to the creation and active involvement of a human resources department in a competitive company where the aspects of Maslow pyramid of needs are improved so that for some companies an inversion of the pyramid is possible.

The managers' approach of a company which enters on the market is different from the approach of managers from a company already existing on the market.

We can notice three subsections on which the human resources department and the human resources manager in general are built:

- Planning and recruitment of human resources;
- Personnel selection;
- Personnel training and implementation;
- Personnel development;
- Personnel dismiss;
- Maintenance and relocation;
- Leadership;
- Compensation and salary;
- Employees' evaluation;
- Employees' administration.

As new approaches we can consider the studies of other aspects which were less understood, responsibility areas of the human resources department which can influence the good functioning of the company.

These areas are described as being necessary for store and to keep knowledge for the benefit of the company, mainly when the persons owning the knowledge leave the company or retire. As a secondary area we can mention the human resources department's function of motivator where the value becomes benefit according to the motivator theories, a motivated employee definitely will increase productivity, efficiency and labor satisfaction.

All these together represent important advantages for the increase of the competitiveness of a company in front of an opponent. The human resources department influences the company culture, the department responsible and the company management can influence the entire activity and can insure the success of a company by a good conscious and executive implementation of culture with which the employees can be identified and can easily interact.

The human resources department is involved in the political phenomenon in relation with the individuals of manpower movement across Europe before and after the Easter European countries joined EU.

Related to the political changes and the responsibilities of the human resources department they are continuously changing because new responsibilities and challenges appear once the political situation is changing.

As a result of the new potential to allocate human resources, the research shows many options for the way a strategy can follow the business or even for the way it can lead the business toward the competitive success.

After placing the human resources management in the European context, the next step would be the global approach on how the human resources management can support the competitive level in a multinational company on a difficult market. The globalization and the correct way for a successful management are important aspects which must be taken into consideration by the human resource.

The consequences of the human resources management in the internationalization and globalization context represent an adaptation

constant and a high level of sensitive awareness. The human resources will integrate any cultural changes of the company they are responsible for but also concerning the sources for maintaining a high level of international competitiveness, if the good functioning through open communication of the human resources represents a guarantee for the competitiveness at European and international level.

This objective can be achieved with a good approach for the expatriation in the case of international companies through the exchange of persons and know-how in an explicit way. The expatriation cycle can be an additional guide to the cultural achievements faced by an "expat", the human resources department can positively influence this in order to forget the obstacles, problems and divergences.

Knowledge Management is considered an competitive advantage which can be used to keep, develop and insure reliable and all-inclusive knowledge, but also it can lead to time and money saving through a transparent communication related to the processes improvement and quality increase.

The top managers from the retail market were asked about the problem of Knowledge management in their activities, if they use the techniques, approach values and specific practices of knowledge management and the areas where they use them and in their opinion these should be functionally distributed.

The conclusions are divergent because knowledge management is not known in the daily work, but after further explanations all those interested agreed to use it and to get familiar with the allocation method. Most of them consider also that such implementations and activities belong to the human resources department.

The example of some employees willing to change their jobs and leave the country for other European destination which generate changes in the activities and responsibilities of the human resources department both of the former company and the actual one, of the former manager and the actual one related to their human resources activities.

The different reasons of person willing to leave the country are attracting the attention: competition and the chances of the "expat", what are the gains, losses, improvements which should be made by the former and actual employer in order to succeed.

In most of the case, the financial factor is not the one which determines the people to leave from one place to another. The economical aspects like salary, motivation, cultural divergences represent a mix of reasons for each individual.

We can notice the following aspects:

- The human resources manager is considered as an important aspect of the current business trend
- The human resources manager is a factor of a company's competition against other competitors
- The expatriation process is a subject which needs more attention because, in many cases, the satisfaction is not insignificant and the strict consequences are taken into consideration (resignation)
- In the repatriation cases, the satisfaction level lower than in the expatriation cases, showing that the situation must be totally improved.

The conclusions of some performance tests comparing the secondary educational system from Germany and Romania show that the system in our country can be improved, but we cannot exclude the fact that in the current development stage Romania experiments the client oriented education due to the fact that the companies use the competitive advantage to train the personnel specifically for the business needs which is more explicit and focused then the German general approach.

We have to take into consideration that Germany due to the legislative framework has some advantages: the financing of the system is far more safe and the standardization and collaboration between the companies and the schools supported by the government is much more developed based on old and long processes.

CONCLUSSIONS

In order to improve the competition between companies on the European market, from the point of view of the human resources management, the followings are needed:

- creation of implicit and motivated employees, so loyal employees, in order to improve the efficiency, the employees' loyalty and the barriers

created upon leaving the company bring advantages to the competition. The objective is to keep the people and the knowledge in the company saving money related to training and education. If the employees are satisfied, feel good and have a nice environment then the desire to leave is low almost inexistent.

- the exchange of internal economic data of the company is considered as an instrument to increase the employees' interest and understanding related to the company and its development. The ideal situation would be a mechanism which offers a transparent image of the current situation of the company and a communication which could influence some decisions providing also a general image.

From the point of view of the human resources department, this could be an important matter because the future decisions (all related to the human factor) can be sustained more efficiently through good planning and training.

- the hierarchic implementation of the human resources department in a company is considered as a clear clue of the importance of this department. The stability and the decision power of allocating human resources will lead the business on a positive direction because the information moves easily.

- the change of the human resources department toward a link function based on organizational knowledge theories, still in a learning process

- the future direction of Knowledge management in accompany is considered an advantage for the communication and knowledge flow improvement in order to keep the information, experience and knowledge inside the company.

- the information policy at manager/leader level as an instrument in order to influence the managers' leadership with a good approach, independent from the way a person is, will continue to be positive, open, transparent in communication and focused on the information exchange.

- the investment in an adequate education system or a campus and also the personal future development method

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