

THE IMPACT OF HR MANAGERS' ROLES ON IMPLEMENTING BEST HR PRACTICES AND ATTRACTING AND RETAINING BEST EMPLOYEES

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Abstract:

Today's organizations are facing new challenges, which require them to make effective decisions in order to solve complex issues. These decisions are generally made at higher levels in the organization's hierarchical structure, where managers maintain power and control to influence organizational goals, including the behaviors and the attitudes of their subordinates. In this article we will show the importance of having effective managers, especially in HR, who can positively influence attracting intellectual capital and acquire knowledge management, by increasing employees motivation, job satisfaction, performance, and organizational commitment, in order to achieve high levels of productivity and efficiency. Also, we will evaluate the HR managers' roles in order to obtain performance by managing, controlling, evaluating, analyzing, auditing, forecasting, and integrating effectively knowledge management and intellectual capital in organizations. Our study is made in large organizations from Dambovitza County, Romania, and it demonstrates that employees need excellent HR managers to obtain the best from them and to face a changing environment.

Keywords: intellectual capital, knowledge management, HR managers' roles, good HR practices, individual and organizational performance.

1. Introduction

Today, most organizations do some type of strategic planning, as well as annual marketing or financial planning. The ability to think and act strategically is a competency that managers need to develop themselves and within their teams (Rothwell W.J., et al., 2004, p.7). Companies that rely on traditional strategies and planning will have disadvantages. The winners will be those that replace traditional tactics with an integrated strategy owned by the line management which focuses on the elements that will truly give them an advantage. Bringing together integrated talent management (recruiting, succession planning, performance management, career development, learning and strategic workforce planning) into a cohesive strategy requires a significant investment of resources. Organizations to attract and retain talented staff must create higher

engagement, greater financial success (Prescott R.K., 2012, p.1).

The potential outcomes associated with effective and ineffective types of managers behavior may significantly influence the accomplishment of organizational goals: organizational commitment, preventing absenteeism and tardiness, and enhancing employee moral according equal chances, non-discrimination, equity, ethics, and sustainable development for healthy environment, healthy organizations and people. Organizations determine which types of behavior will produce the most desirable outcomes, in terms of benefiting the employees and the organization as a whole. To talk about a good HR manager, we have to talk about the roles of a HR manager, which he/she has to have them in an organization. In modern times, sustainable development implication in human resources management is the key of efficient development and obtaining the

individual and the organizational performances. Though, sustainable development is becoming important to the transformation of economy and increasing the organization results. To promote and sustain the sustainable development principles is needed a development of a clear human resources management strategy and the decisions which have impact over the environment should promote sustainable development, beginning with the recruitment, selection and employment processes, right to the exit from the organization. The application of these strong principles of ethics, non-discrimination, sustainable development, equity, diversity go to the defense of interests and the rights of present and future generations, to solve social, environmental and economic problems. The sustainable of an organization depends on its managers and its employees which adopt sustainable development principles as part of their behavior.

2. About HR manager, best HR practices and employees as a strategic resource

Strategic human resource management is studying the relation between human resources practices and the organization's results, and it is focusing on the planning of human resources and the activities which go to achieving its objectives (Deckop J.R., 2006). Based on organization's resources and their behavior, the strategic human resource management researcher suggested that human resources practices may directly influence the competitive advantage of an organization by increasing human capital level, and by aligning the attitudes and the behavior of its employees to its goals. Knowledge is a strategic resource and it is sustainable because it is not easy to imitate (Choo C.W., Bontis N., 2002). Knowledge cannot be imitated thanks to training and the investments which must be done by the imitator. The organizations see knowledge like the most valuable and strategic resources (Zack M.H., 2002).

Sustainability of an organization is given by the capabilities and the skills of the management to obtain resources used in order to obtain organizational efficiency. Accepting sustainability in a world where the resources are limited involve responsibility towards future generations. Learning must also become sustainable, allowing organizations to compete consciously and socially. The recruitment of the right people supposes the existence of a certain level of competencies to demonstrate that they will be able to add value to the organization through their jobs.

Human factor is known as one of the key factors in obtaining international organization success (Holbeche L., 2001). The practitioners recognize the importance of the role played by human resources in achieving the objectives of the organizations and the competence of managers and employees in obtaining efficiency (Edstrom A., Lorange P., 1984, p.129, from Bailey-Jones D.M., 2008, p.21). Good HR practices implemented by HR managers, like: recruitment and employment, based on knowledge, skills and abilities, human resources development, evaluation, career development and motivation make organization have the ability to develop sustainable and to respond quickly to the demands of an environment in continuous change. Employees who are involving in the sustainable activities and adopt sustainable development principles will become sustainable human resources.

The effectiveness of a manager function generally refers to the accomplishment of organizational goals, including output, productivity, cost reduction (for recruitment, selection, employment, integration into the organization), and enhancement of organizational performance and implicitly employee performance. Sustainable development gives a fresh and invigorating perspective on the world, which responds to a variety of problems of organization business. The training programs are important in different situations, to negotiation problems and to

solve them. It is vital that the values and the organizational structures to be understood and accepted by as many employees. Other different functions, like marketing, financial or risk management, may have a sustainable corporate vision.

HR managers have the role to improve the relationships between

people, to influence these persons, to be able to control their actions and behaviors in order to obtain performance (Nan-Fu C., 2008).

The following chart presents the relationship between managers and employees in this contingency theory.

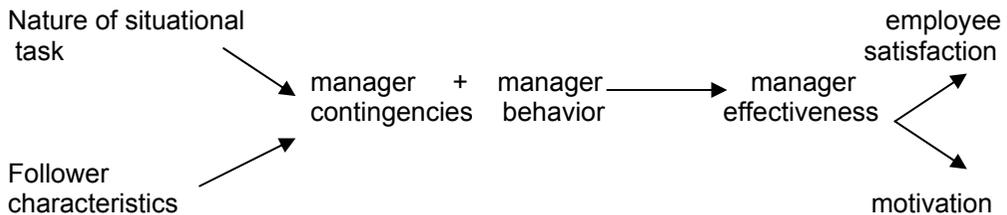


Figure 1. Relationship between managers and employees in path-goal theory

Source: adaptation after Northouse P.G., 2004.

A manager's ability to effectively influence and control a group introduces the concepts of manager effectiveness. Fiedler (1967) defined the effectiveness of a manager in terms of how well the group conducted by him performs its assigned functions. A manager may be very effective in one situation but very ineffective in another. The type of behavior adopted by a manager is therefore dependent on the situation. In order to be effective, a manager must learn to appropriately adapt his/her style to learn to fit the situation. "Identifying his styles, its behaviors, and its practices is valuable and important for contributing to the professional growth and development of individual and attainment of organizational goals". The theory developed in the early 1970s, proposed that the key role of a manager was to clear the paths for the subordinates in order to accomplish their goals (Northouse P.G., 2004). Organizations need sustainable and performance strategies, policies and training programs in order to ensure sustainable development for organization, shareholders and employees.

This theory:

- proposes that the manager could influence the performance, satisfaction,

and motivation of a group by offering rewards for achieving performance goals, clarifying paths towards those goals, removing obstacles to performance,

- explains "how managers motivate subordinates to be productive and satisfied with their work",

- claims that "effectiveness depends on the fit between the manager behavior and the characteristics of subordinates and their tasks" (Northouse P.G., 2004),

- and I would add the fact that it must be improved the communication and obtaining feed-back in every HR activity.

3. The roles of a HR manager planner

"Every moment spent planning saves three or four in execution"- Greenwalt C., Dupont Corporation.

In order for a strategy to succeed, the roles and responsibilities of a stakeholder: top managers, line and senior managers, HR managers and professionals, HR specialists (coaches, mentors, talent panel members), and individual employees (Yarnall J., 2012) need to be clear. The current workforce challenges demand new thinking about talent management, requires new skills for managers, and new roles for obtaining

good talent. Managers play a critical role in integrated talent management, balancing the needs of the employer with those of the employee, while representing the interests of both sides (Prescott R.K., 2012, p.3). Given the increased role played by the HR manager planner and the understanding of the relationships between leadership behaviors and organizational performance will help them know how and why it is so important to promote positive attitudes and behaviors in order to improve organizational performance (Muterera J., 2008).

Management plays a critical role in the success of an organization, and there is a positive relationship between HR

manager and organizational performance (Florea N.V., 2013, p.42). At the most basic level, management can have a powerful impact on individual, group, and organizational outcomes.

Rothwell W.G. and Kazanas H.C. described in their work, written in 2003, entitled “*The strategic development of talent*”, the roles a HR manager planner must have (Figure 2), in order to implement and analyze the best HR practices and they developed the “Diagnostic survey of HR planner skills” (Table 2), to help organizations to find out the strengths and their weaknesses in HR domain.

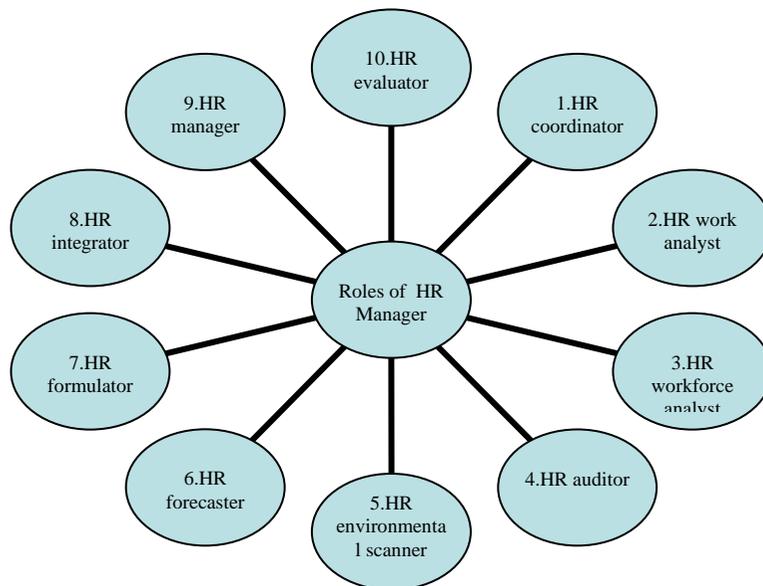


Figure 2. The roles of a HR Manager Planner

Source: adaptation after Rothwell W.G. and Kazanas H.C., 2003, p. 30.

If a HR manager have an ethical behavior and use good HR practices, like motivating employees, faire evaluations and promotions, recruitment and selection based on nondiscrimination, they become committed and attached by the manager and organization. A committed employee is “one who will stay with the organization through thick and thin, attends work regularly, protect company assets, and

shares company goals” (Nan-Fu C., 2008).

4. Research and analysis

4.1. Research hypotheses and objectives

In this paper we developed two hypotheses as follows:

H0- there is a direct link between development of HR best practices and

attracting, retaining, and motivating best staff and,

H1- there is a direct link between employee attitudes and implication in fulfillment of professional duties and implementation of HR best practice: recruitment and selection practices based on not-discrimination, ethical behavior of managers, effective management of careers, motivation, evaluation and promotion based on competence based not on a-priori principles, and job satisfaction.

The overall objectives of the research were:

O1- to demonstrate that the best HR practices have an impact on employee attracting, retaining, engaging and delivering performance and how they influence attitudes, behavior and involvement of HR managers to do professional tasks among employees;

O2- to collect information about the reality and the effectiveness of HR practices developed in each analyzed organization.

Our study was made in five large organizations from Dambovită County, Romania, to demonstrate that employees need excellent HR managers to obtain the best from them, to implement best and clear HR practices, regulations and to respect good principles of ethics, non-discrimination, and equity in order to have implicated best and performance employees.

4.2. Used methods

Subjects participating in this study were 14 HR specialist and managers from all 23 people hired in HR departments from the analyzed organizations (Table 1)

From the 14 HR specialists and managers surveyed all 14 are with higher education and training courses in recruitment, payroll, HRM; 9 female and 5 male; 5 are from 30-35 years category, 5 from 40-45 years, 3 from 45-50 years, and 1 from 50-55 category. As we can see 10 from 14 are with an experience between 15 and 20 years.

After establishing the hypothesis and the main objectives, we made the questionnaires, containing 24 questions:

- the questionnaire was completed by the HR specialists and managers and took place discussions and observations regarding the analysis of HR best practices implemented in the analyzed organizations (processes and procedures of recruitment process and methods, selection process and used criterions, developing recruitment ads, efficiency of recruitment and selection team, the existence of a manual of integration for new employees, performance of evaluation methods and methods of remuneration of employees based on performance, career management methods, methods of training offered to employees, involvement of HR managers, communication and feed-back in recruitment, integration, motivation, promotion, training, and evaluation processes, control, and remuneration of employees based on performance, application of the principles of healthy implementation of HR best practices: social responsibility, sustainable development, gender equality, equity, communication efficiency, not-discrimination in HR processes).

Thus, we have developed a questionnaire, with 24 items each, of which 4 aimed to obtain general information on age, sex, function, level of education, 3 open questions, 2 questions semi-open and 15 closed questions, offering to subjects more choices of response, following to check the version that suits them better. After the subjects were completed the survey questionnaire, we could analyze the HR best practices used in organizations, and we could completed the HR model (Table 2), according to the "Diagnostic survey of HR Manager skills model", developed by Rothwell W.J. and Kazanas H.C.. So, we could observe the strengths and the weaknesses of HR practices of analyzed organizations and we could offer some ways to improve them, in order to obtain performance.

4.3. Case Study- Diagnostic survey of HR Manager’ skills

We present a short description of the analyzed organizations (Table 1). This study was conducted by the author and it examines the effectiveness of HR practices, behavior, attitudes, values, and

skills of the HR manager and of specialists from HR department and describe how HR strategies, policies and practices are developed in order to attract , retain and motivate the best employees suited for task fulfillment and obtain performance.

Table 1

Data about large organizations from Dambovit County

No	Organization	Location	% owned by private external sector	National membershi	No. of employees (2013)	Questioned subjects=14	
						HR specialists	HR managers
1.	ELSID	Titu	0%	Romania	253	2	-
2.	Arctic	Gaesti	100%	Turkey	2500	2	-
3.	Otel Inox	Targoviste	91%	Koreea	840	3	1
4.	UPET	Targoviste	100%	Russia	616	2	1
5.	Erdemir	Targoviste	100%	Turkey	315	2	1
	Total					11	3

Source: the Register of Commerce and the Industry Chamber of Commerce of Dambovit County and data from the survey.

The discussions were made with 14 persons, and a part took place in 2011 (on HR strategy, recruitment, selection, employment, and integration practices, principles of not-discrimination, sustainable development, and equity (Florea N.V., 2011, TD, pp.129-154) and this year, when were founded data regarding some other HR policies (on HR manager ethical and involvement behavior, and HR practices: evaluation performance, methods used for training and development, and motivation).

Starting with the fact that HR practices, values, and behaviors are hard to quantify and based on the “Diagnostic

survey of HR planner skills” of Rothwell W.J. and Kazanas H.C. (2003), we analyzed and evaluated the many roles of the HR manager, the efficiency of HR strategies and best practices and we made a diagnosis, about the present strengths and weaknesses of HR manager roles, and skills, which we would like to improve. In the left column we will find a list of skills associated with the roles of HR planner practitioner (Table 2). In the right column it is the scale that indicates the present level of the skill (between 0-7 points) and we choose points depending on the answers given by the surveyed personnel.

Table 2

Diagnostic survey of HR Manager skills

	Skill	no skill (0)		adequate skill (3,4)				expert skill (7)	
		0	1	2	3	4	5	6	7
	I.HR-organizational coordinator								
1	Participate as a member of formal organizational and HR groups	-	-	-	D	A,E	-	-	B,C
2	Assess information	-	-	-	-	A,D	E	-	B,C

	pertaining to HR								
3	Communicate information pertaining to HR in simple language	-	-	-	-	D	A,E	-	B,C
4	Establish interpersonal relationships with managers at all levels	-	-	-	-	-	D	A,E	B,C
5	Maintain effective interpersonal relationships with managers at all levels	-	-	-	-	-	D,E	A	B,C
	II.HR- work analyst								
1	Collect information about job families, jobs, and positions in the organization	-	-	-	D	A	E	B	C
2	Decide what results you hope to obtain from work analysis	-	-	-	A,D	E	-	B	C
3	Select an approach to work analysis from among several alternatives	-	-	-	D	A	E	-	B,C
4	Select a means to gather information about the work being done	-	-	-	-	A,D	E	B,C	-
5	Conduct work analysis by drawing out information from job incumbents	-	-	-	A,D, E	-	B,C	-	-
6	Compile results of work analysis	-	-	-	D	A,E	-	B,C	-
7	Verify results	-	-	-	A	D,E	-	B,C	-
8	Monitor conditions inside and outside the organization that might reveal a need for work analysis	-	-	D	E	A	-	B	C
	III.HR-workforce analyst								
1	Infer, from job descriptions, the education, experience, and personal characteristics needed by job incumbents	-	-	-	-	D	A,E	-	B,C
2	Select what characteristics of employee performance to evaluate	-	-	-	-	-	D	A,E	B,C
3	Select the means by which to evaluate employee performance	-	-	-	-	-	D	A,E	B,C
4	Identify problems with evaluation methods	-	-	-	A,D	E	-	B	C
5	Attempt to solve problems	-	-	-	A	D	E	B	C

2	Categorize positions	-	-	-	-	-	-	-	ALL
3	Identify predictors of outputs by staffing level	-	-	-	A,D	E	B,C	-	-
4	Forecast HR demand by using appropriate techniques	-	-	-	D	A,E	-	B,C	-
5	Forecast HR supply by using appropriate techniques	-	-	-	D	A,E	-	B,C	-
6	Compare HR supply and demand to determine HR needs	-	-	-	D	A,E	-	B	C
VII.HR-formulator									
1	Summarize information about present and future								
	a. work	-	-	-	-	A,D	E	B,C	-
	b. workplace	-	-	-	-	A,D	E	-	B,C
	c. HR department	-	-	-	-	A,D	E	-	B,C
2	Identify alternative long-term HR strategies	-	-	-	-	D	A,E	-	B,C
3	Select appropriate means to weigh pros and cons of each possible HR strategy	-	-	-	D	A,E	-	B,C	-
4	Weigh pros and cons of each possible HR strategy	-	-	-	D	A,E	-	B,C	-
5	Select appropriate HR strategy	-	-	-	D	A,E	-	-	B,C
VIII.HR-integrator									
1	Develop long-term HR objectives	-	-	-	-	A,D, E	-	-	B,C
2	Develop intermediate-term HR objectives	-	-	-	-	A,D, E	-	B,C	-
3	Develop short-term HR objectives	-	-	-	D	A,E	-	B,C	-
4	Provide leadership to the HRD	-	-	-	-	A,D, E	-	-	B,C
5	Provide leadership to HR efforts of the entire organization	-	-	-	-	A,D	E	-	B,C
6	Make sure that organizational rewards are consistent with HR strategy	-	-	-	A,D	-	E	-	B,C
7	Make sure that organizational controls are consistent with HR strategy	-	-	-	D	A,E	-	-	B,C
8	Devise HR policies that are consistent with HR strategy	-	-	-	D	A,E	-	B	C
9	Coordinate HR practice areas	-	-	-	A,D	E	-	-	B,C

10	Match HRD structure to strategy	-	-	-	A,D	-	E	-	B,C
11	Match HR strategy to structure	-	-	-	A,D	-	E	-	B,C
	IX.HR-manager								
1	Develop goals and objectives	-	-	-	-	A,D	-	E	B,C
2	Create a structure for the HR planning unit	-	-	-	-	D	A,E	-	B,C
3	Recruit HR planning staff	-	-	-	-	A,D	-	E	B,C
4	Select HR planning staff	-	-	-	-	A,D	-	E	B,C
5	Develop HR planning staff	-	-	-	D	A	-	E	B,C
6	Issues orders	-	-	-	-	A,D	E	B,C	-
7	Resolve destructive conflicts within the department	-	-	-	-	A	D	E	B,C
8	Resolve destructive conflicts between the HR planning department and other departments	-	-	-	-	-	-	A,D	B,C,E
9	Communicate with people inside and outside the department	-	-	-	-	-	A,D	E	B,C
10	Budget for the department	-	-	-	-	D	E	A	B,C
11	Deal with power issues in the organization	-	-	-	-	-	A,D	E	B,C
	X.HR-evaluator								
1	Decide on the purposes to be served by evaluation,	-	-	-	-	D	A	E	B,C
2	Establish HR control systems	-	-	-	-	-	-	A,D, E	B,C
3	Select criteria for evaluation in line with purposes:								
	a. before HRP implementation	-	-	-	-	-	A,D, E	-	B,C
	b. during HRP implementation	-	-	-	-	-	-	A,D, E	B,C
	c. after HRP implementation	-	-	-	-	-	-	A,D, E	B,C
4	Feed results of evaluation back into:								
	a. the organization's strategic planning process	-	-	-	A,D	-	E	-	B,C
	b. the HRP process	-	-	-	A,D	-	E	-	B,C
	c. activities in HRP practice areas	-	-	-	A,D	-	E	-	B,C

Note: analyzed organizations are noted as follow: A-Elsid, B-Arctic, C- Otelinox, D-UPET, E-Erdemir.

As we can see (Table 3) from the total 553 points: - A-ELSID- obtained 353 points, - B-Arctic- obtained 535 points, - C-Otelinox- obtained 543 points, - D-UPET- obtained 315 points, - E-Erdemir- obtained 392 points.

Table 3

Roles/ skills	Total points	Points				
		A	B	C	D	E
I	35	25	35	35	21	25
II	56	29	48	51	23	30
III	42	29	40	42	26	32
IV	56	36	55	56	34	40
V	70	48	68	68	47	50
VI	42	29	37	38	26	30
VII	49	29	46	46	25	32
VIII	77	40	74	75	29	48
IX	77	51	76	76	48	61
X	56	37	56	56	36	44
Total	560	353	535	543	315	392

The representation of total points, obtained by analyzed organizations, is made in Figure 3.

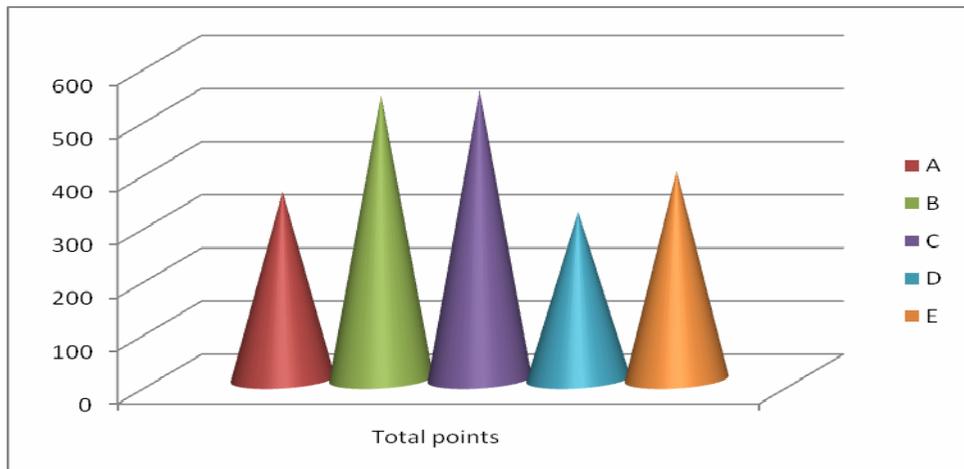


Figure 3. Graphical representation of points obtained by the organizations.

Thus, the analyzed organizations are in two groups of points:

I. 0-279 points

II. 280-560 points.

In Group I there is no organization; this is denoting that the organizations and their HR managers are implied in developing HR strategies, policies and good practices, in order to obtaining performance.

In Group II, on its three levels of points is:

- the first level from Group II of low performance between 280-375 points,

- the second level from Group II of medium performance between 376-466 points,

- the third level from Group II of high performance between 467-560 points.

As seen:

- UPET (D) has obtained 315 points and Elsid has obtained 353 points showing that they are on the first level from GII of low performance, and

- Erdemir obtained 392 points showing that is from GII on second level of medium performance.

That means they have obtained a good performance but they need improvements such as:

-HR manager must create strong relationships based on confidence, information exchange, implication, motivation, devotion, non-discrimination, ethics, equity, social responsibility, and sustainable development (In 2013 had place a social conflict at Erdemir, who was solved only by court. If there has been a better communication process, a strong relationship between employees and management, a better motivation system, and the facts were better analyzed, maybe were not involved such costs, as payback the salaries and some few paid days off);

-HR manager must collect more information about the jobs, personnel, work analysis, performance means to gather information, more attention for verifying results, must understand the role of evaluation and solve the occurred problems, create a good plan for audit, identify internal and external trends to find out what are the problems, the competition, the present position and to act so to obtain results. They also must forecast correctly the HR demand and supply in order to attract, recruit (for the analyzed organization it is not so important the recruitment ads), select, hire, integrate (they do not have a Manual of integration for new employees) and retain the right people for the right job, create HR strategies which must be aligned with their mission, develop objectives which must be aligned with their global objectives, create a plan which must bring performance, create a specific program for evaluation.

So, these organizations, through their HR managers, are using not so competitive practices. Without a better analysis, their practices are not so

performance and require investment to get better results.

On the third level from GII of high performance, with a score between 467-560 points are:

- Arctic (B)- which obtained 535 points and

- Otelinox (C)- which obtained 543 points.

The organizations from this level from group II, are performance organizations, with good practices of recruitment, selection, integration, motivation, evaluation, training and communication:

- recruitment ads are important and are made by specialists in order to attract, recruit and retain a sufficient number of best employees,

- the two organizations use good recruitment practices, as concluding contracts with academic institutions, offering practice stages with the best students, organizing events and organization tours in order to attract and recruit best candidates, implementation of sustainable development programs, symposiums, online recruitment, developing a data base for facilitating the recruitment process (Florea N.V.,2011, TD, p.135),

- recruitment and selection team is effective and contain specialist male and female, with great experience in domain, who analyze carefully the CVs and the intent letters, and are formed from HR specialists, the manager of the vacancy job, a union member, and a specialist from the Legal Office,

- are establishing the same selection criterions for all the candidates for the same job, they inform in the shortest period the results,

- it is organized the interview in all the selection processes,

- are using corporate branding to attract, recruit and maintain good and talented staff (Florea N.V., 2011, p. 283-297). According to an telephonic interview made by walstreet, on 1314 persons Arctic was on the 26th place from the Top 50 the most powerful Romanian trades, and according to ranking brands,

Samsung (who detain Otellnox) was in 2010 on the 19th rank,

- the two organizations are the only ones that have a Manual of Integration for new employees, in order to obtain faster results, and know better the rules, the regulations and the laws,

- are implementing performance plans according to the principles of equity, equal chances, non-discrimination, social responsibility, and sustainable development,

- are using programs to analyze the processes of evaluation (Otellnox uses the Gauss method to evaluate performance), training (eg. Otellnox have been made 22.459 hours of training for employees in 2011 and 38.470 in 2012), audit, control, forecasting, innovation, coordination, maintain strong relationships with other levels, and with formal HR groups,

- the two organizations are investing money, time, and human resources in the development of their employees (Arctic has a Library to which every employee has access to develop, to learn and find out new things),

- they motivate their employees by offering them good salaries, insurances policies bonuses, days off, a secure work environment and a secure job, non-financial motivation: a better communication system, an efficient ethical system, an efficient praising system, trust, and so on.

- are aligning the HR strategy and practices with the general strategy of the organization, in order to obtain performance.

The organizations obtained fewer points in the activities from category II (sub-activities 4, 6 and 7) and category VI (sub-activities 3, 4 and 5).

So, if improving the next sub-activities:

- Select a means to gather information about the work being done,

- Compile results of work analysis, and

- Verify results,

- Identify predictors of outputs by staffing level,

- Forecast HR demand by using appropriate techniques,

- Forecast HR supply by using appropriate techniques,

these organizations will obtain the maximum points and they will have motivated staff, and organizations will be more successful.

5. Proposals

In this model we have analyzed:

- the behavior of the HR manager, and the link between the HR policies and practices and attracting, retaining and motivating the best employees,

- and we demonstrated that the hypothesis H0 and H1 are correct if the HR managers are involved in developing their roles, if they are developing pertinent HR strategies and best HR practices, they will attract and retain the best candidates, it will motivate employees depending on their results and performances, it will offer them training programs to become a strategic resource, it will think at their human capital as the unique resource who will conduct to competitive advantage.

The employees may change their performances according to the direct rewards received, offered training programs, and communication system. When the reward system is not balanced, it will be translated into a reduction of performance level (Vigoda-Gadot E., Drory A., 2006).

- the manager's ability to rally on their staff and urge them to cooperate in achieving the organization's goals, which may influence employees, change their positions, create feelings of trust in the leader and in the organization's goals, and promote a perception that the organization operates in a moral way.

In this environment, where the managerial policy is consistent with the principles of transformational management, employees assimilate the understanding that the road to personal development and progress passes through the fulfillment of the organization's goals, without the need for

power relationships, power plays, or internal politics.

If the organizations implement such a planning program will help HR managers and organizations prepare for the future, by ensuring adequate staffing levels within the organizations, identifying key people positions within the organizations, ensuring ethical practices, flexibility, career planning, mentoring, and creating and maintaining a talent pool.

Having efficient HR practices, the employee will stay for longer in organizations, will be motivated to work better and to obtain performance.

Employee performance has been an interest of researchers and practitioners. Performance in organizations comprises different variables that include not only direct measurable tasks, but also attitudinal variables, behavioral tendencies, behaviors and motivation (Vigoda-Gadot E., Drory A., 2006) and best HR practices

6. Conclusions

People and knowledge have played an important role in organization sustainable development.

“Despite conventional wisdom, people, not technology, play the biggest role in creating successful green buildings” - Tom Paladino. But a simple “green” product is not an adequate solution for sustainability.

However, talented people, who have abilities and knowledge, must be led through sustainable decisions, strategies, culture and policies, which will assure efficient development of the organizations and the people. Training and development programs should

demonstrate the quality obtained by people who received these programs to increase organizational efficiency, based on sustainable principles. The quality may be obtained through aligning the training programs to the recognized standards of qualification. Through this analysis we demonstrated that having HR effective managers, who can positively influence attracting intellectual capital and acquire knowledge management, it will increase employees’ motivation, job satisfaction, economic performance, and organizational commitment. A model of this kind is useful because it can help HR practitioners and managers in specifying what they do for the benefit of managers in other parts of the organization, so as to furnish a common base of information for communicating.

It is also useful because it provides an HR descriptive tool for:

- preparing job descriptions on establishing HR competency models,
- preparing special selection instruments based on non-discrimination and ethics— such as tests, interview guides, and weighted application blanks – for hiring or promoting HR practitioners,
- devising long-term training, education, and development plans for HR practitioners,
- devising specialized performance appraisal methods for HR practitioners,
- facilitating individual career planning for HR practitioners.

Each role of the HR manager corresponds to a step in the strategic planning model. This model illustrates the relationship between steps, in a simplified strategic planning HR model, and roles of the HR manager.

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