

Considerations on the Importance of Human Resources in the Development of Modern Companies

Băeșu Camelia

Nesteriuc Oana

"Ștefan cel Mare" University of Suceava

cameliab@seap.usv.ro

oana_nesteriuc@yahoo.com

Abstract

Human resources possess a lot of intelligence and creativity, initiative and decision-making as well as abilities and the necessary skills to handle different situations. The study aims at presenting the role of human resources in the evolution of present-day companies. As a general rule, it is interesting to emphasize the fact that all the individuals are different from one another, they have unique personalities and possess knowledge, skills and abilities that are of an utmost importance for an efficient management of the rest of organizational resources.

The study concludes with a brief analysis of the importance of human resources for Google company. What is the reason why the human resources plays a crucial role for the company's managerial performance? From this point of view, we focus on emphasizing the essential features that need to characterize the human resources from Google company.

Key words: leader, human resource, resounding management, discordant management, performance

J.E.L. classification: M10, M12

1. Introduction

Human resources represent the most valuable resource of a company. One of the human resources management's dilemmas is whether individuals need to be assessed through their own personality traits – motivation, personal values – or whether they need to be treated as resources endowed with skills, innovating abilities, and knowledge.

The expression "human resource" refers to a relative complex economic and social category as the human being is superior to all the other types of resources (such as money or machinery). Being an active resource, human resource is the only one capable of managing the other types of resources within a company and thus leading to the growth of the organisational efficiency. The decisions regarding human resources are the most difficult to make as these have to be sustained by thorough evaluations.

An efficient management of human resources is mainly focussed on ensuring a qualified personnel, its training, integration and motivation in order to reach the company's targets. The companies mainly function based on their employees through whose activity reach their targets, thus adding value to all the other company's assets.

Emotional intelligence plays an important part in a manager's behaviour. Thus, throughout the present study, we will both analyze the behaviour of the leaders that possess an emotional intelligence and who are able to cooperate with their employees as well as the impact on the company of the leaders who transmit negative emotions to their employees.

2. Theoretical background

Within a company, the individuals play a twofold role: firstly, they are a vital human resource for the development of the organization endowed with knowledge and skills; secondly, it stands for the very person that has a distinct personality, objectives and personal values that are different from the ones of the company itself. (Chiavenato, 2007, p.43)

Human resources are the only ones that are capable of an exceptional growth and development. Thus, "people are not hired just to fill in some vacant positions, yet, each and every individual is considered for the his or her important role they can play within the company." (Păuș, 2006, p.25)

In a society within which more and more companies come up, people represent a major resource that ensure not only the company's survival, but also lead to their success and development. One can state that the success of a company is related to its own people and their qualifications.

From this point of view, the success of Google company that focusses mainly on the human resources is relevant. The question is why human resources are important for Google company. What are the specific features of the human resources of Google company? These are a few questions that lay the foundation of our present study.

The manager's emotional responsibility is a key issue as within a group he or she has the ability to influence everyone's emotions. (Goleman, et al, 2018, p.25)

As a rule, the abilities of emotional intelligence do not refer to inborn talents, but acquired skills, each of them contributing in an unique way to the resonance created by the manager and, thus, to its efficiency. (Goleman, et al, p. 71)

The management based on emotional intelligence, also known as resounding management, channels all the collective emotions in a positive direction by helping the group reach its targets. As a result, the employees are connected to the manager's positive energy, co-operate efficiently with one another by getting performance.

Managers that are endowed with emotional intelligence make use of empathy in order to connect themselves to their employees' emotional state and establish emotional bonds that make an meaningful effort, know one another well enough, understand each other's values as well as the company's values. (Goleman, et al, 2018)

Nowadays, there are also companies that are managed by individuals with a lower emotional intelligence who promote a discordant type of management. These managers do not possess self-control, are not equipped with the ability of managing their own feelings and promote a kind of management that is a source of constant stress for their employees. Under these circumstances, people no longer feel safe, are dissatisfied, discouraged, exhausted and willing to quit in most cases.

The discordant management is encouraged by those managers that are a source of negative emotions within their group due to those actions that suppress people's hopes and optimism and generate a low performance. (Goleman, et. al, p.70)

3. Human resource – the future of modern companies

The management of human resources is mainly based on ensuring the supply of human resources so that tangible performance can be achieved through the most appropriate methods. Some of the strategic objectives of the human resources management are as follows: the forecast of the number of employees, a rigorous planning of the employees' training and selection, establishing certain rules when dealing with complaints, using certain professional training strategies, managing the salaries, designing certain motivational strategies, providing financial support for the employees.

The management of human resources is considered as the science, mastering and applying certain strategies and personnel policies in order to ensure the necessary human resources that are able to efficiently achieve the company's targets. (Cîndea, 2008, p.31)

3.1. The strategic planning of the human resources

Planning can be defined as forecasting of a company's activity. That allows establishing a continuous connection among the planned objectives and the necessary resources.

A rigorous planning of human resources needs to be based on: planning methods that are being used; the accuracy of planning; the company's objectives; the complexity of the information; the planning strategy. (Mathis, et al., 1998, p. 100)

The planning methods. Planning the human resources is based on simple methods that are easily accessible and are influenced by those factors that have an impact on the planning process itself in a positive or a negative manner.

The accuracy of planning the human resources is of utmost importance. It must be based on accurate information and it also needs to be adjusted to the company's profile. In case the suggested objectives are successfully accomplished, one can state that planning has been efficient and accurate. Still, there are situations when certain slight deviations occur. They must not be taken into consideration as such when analyzing the quality of planning as they are part of the natural process.

The company's objectives. The fulfilment of the company's objectives is due to a rigorous planning of human resources. This means that the company's objectives can be accomplished only if the company possesses adequate human resources based on its specific activity. Establishing the company's objectives is not a difficult thing to do. What is far more difficult instead is making sure there is enough skilled personnel to accomplish these objectives.

The complexity of information. The success of a certain planning is the result of the information that sustain the human resources sector. On the basis of this information, planning for the necessary human resources, their proper training and the financial incentives are specified.

Basic principles of planning. The specification of some of the company's principles highlights the positive and the negative aspects that need to be taken into account when talking about the company's activity itself. The means through which a company separates itself from the competition plays an important part in establishing its potential.

The strategic planning of the human resources will serve as an analysis for the future request of human resources of a company, both from a qualitative and a quantitative point of view thus determining the necessary number of employees needed for the accomplishment of the planned strategic objectives.

The strategic planning has an utmost importance as it contributes to the shaping up of the business strategy by identifying those methods that use the existing human resources in the utmost efficient way within the company. Their absence have a negative impact in putting the business plan into practice. (Păuș, 2006, p.180)

The decisions regarding the recruitment strategies and policies of human resources need to focus on a series of aspects such as:

- Identifying a large number of candidates taking into account the fact that companies possess numerous recruitment sources to cover the number of human resources both from a qualitative and a quantitative point of view;
- Both the strategies and the company's values need to correspond to the recruitment process;
- The degree to which the company is interested in attracting as many professionals as possible or, on the contrary, if it prefers to focus on attracting more on the less qualified staff that is interested in taking a vacant position;
- Hiring highly competitive employees with high performances;
- Keeping the valuable employees as much as possible without exposing them to unemployment.

The human resource strategies are a true indication of the company's view on growing the number of its personnel as well as the demands in their field that lead to the accomplishment of the company's organisational targets. Personnel strategies need to have in view as a starting point both the company's objectives and the management of human resources.

3.2. Brief analysis on the importance of the human capital in Google company

Google represents a multinational American company that initiates and manages the Google search. Its main headquarters is located in California (USA) and has small subdivisions in South and North America, Asia and Europe. This corporation offers a simplified and fast way of searching the information on the web by having as a platform an over eight billion sites database. It also manages the online advertising, cell phones and software. Google's mission is to accumulate

and organize all the worldwide information in order to become globally accessible and useful for each and every individual.

Its human and management capital have become very important in the 21st century. It intelligently created a solid culture that focuses on the employees. Thus, the human resources job represents a strategic partner for Google as it centered its attention on the structure of the company's basic features through hiring and keeping solely the best employees in their team. In comparison to Google's technological abilities, the innovative and efficient human resource represents one of the reasons why it has become so successful and famous. Google focuses only on those individuals that are capable of expressing themselves and experimenting as the company gets to hire only the most intelligent people. (<http://www.businessinsider.com/google-interview-questions>)

Google got to be ranked on one of the top positions due to its labour force that is based on motivation and talent that have been carefully acquired throughout time.

The series of questions that Google specialists address the potential candidates is pretty interesting: In case you are forced to bring your dog to work one of these days but one of your colleagues is allergic to dogs, what would you do?; What do you know about Google?; In case you were to be remembered by the others in just one single sentence, what would that be? (<http://www.businessinsider.com/google-interview-questions>)

Some of the essential features of a potential Google candidate (as shown in the above scheme) areas follows: the ability to become a leader, the knowledge associated with the role of the candidate, the cognitive ability, "googleyness".

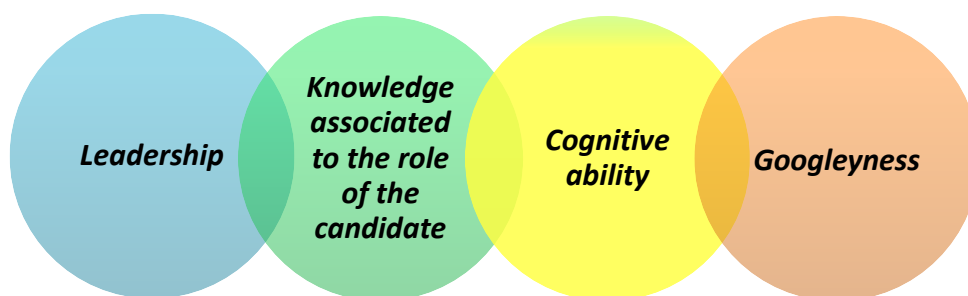
The ability to become a leader (Leadership) – the members of the department intend to find out from the candidate whether he has ever been capable of mustering a team. For instance, the case when the candidate stood up in his workplace as a team-player in spite of the fact that he was not officially named the team's leader.

Knowledge associated to the candidate's role – Google is on a lookout for people that have different hobbies not just skills that hinders them in doing something else or limit them in their personal development. Google wishes that any candidate had the necessary knowledge for the position they would like to apply for in order for them to succeed. For example, in the field of engineering, Google teams will mainly focus on the knowledge both in the technical expertise field and the coding skills.

Cognitive ability – in comparison to other companies, Google is not focussed on the candidates' grades, but on the way the candidates think. In most instances, those who are willing to work are the chosen ones. During the interview, they are allowed to ask some questions regarding their "role" that is closely connected to their ability to solve a problem. Preferably, the potential candidates are expected to analyse the problem presented to them in detail and not to rush in giving the "right" answer.

Googleyness – this term was coined by the giant Google and does not exist in the dictionary. Yet, it refers especially to the values that Google looks for or favours as Google is not in search for the human resource that resembles the company's present employees. For example, one of the potential Google candidate needs to be preoccupied by the importance of self-awareness. He should not consider a project from the point of view of an employee, should not think as an employer but rather as a manager to ensure the guaranteed success of the project.

Figure no.1. Essential features of a potential Google candidate



Source: <http://www.businessinsider.com/google-interview-questions> [Accessed June 2017]

The company focesses on the comfort and well-being of its employees. Based on its corporate culture, Google has created numerous benefits for its employees in its offices which determined the potential candidates dream of a job within this large company. As a result, the working conditions are impressive: a high quality standard comfort for each and every employee, snacks, a large variety of non-alcoholic beverages and the daily meals (three per day). The company makes sure that they have everything they want so they focus solely on work and on accomplishing all their tasks.

The training process of the Google employees focuses on the analysis of their needs as Google makes use of certain patterns: the organizational research, the work analysis and the costs-benefits research.

The organizational research aims at identifying the potential needs of the human resources based on the company's situation. For example, in the event of an analysis of the newly launched products or of some unforeseen investments, Google uses an organizational analysis in order to identify its employees' demands. On the other hand, the work analysis focuses on identifying and satisfying the demands that are connected to the fulfilment of the company's work demands at that moment. Most of the times Google uses this work analysis to the new positions. The cost-benefits analysis emphasizes the practical feature of the employees' training as the activity of the human resource manager is geared towards valuing the benefits that have been accumulated throughout these programmes.

4. Conclusions

Human resource is the main element that characterizes the company's success. That is why the modern management is primarily centered on the individual. The companies are first and foremost concerned with the quality and the development of the human resources.

The "human resource"concept refers to the total amount of physical, professional and intellectual abilities that are used both during production and services. On a company level, the human resource refers to the total number of employees that are involved in the company's growth. The management of the human resource also brings to attention the role of the employees within the company. This role is determined by the economic and social relationships and mechanisms. The human resource has always attempted to perfect its skills and to get the support from the company. That is why it is important for a company to be able to satisfy the needs of its employee who, in return, to be able to have a tight connection with it in order for him to be praised and financially stimulated for his efforts. We, thus, believe that the role of human resources in the evolution of present-day companies is of utmost importance as the individuals are the ones who have a positive or a negative influence on the company's success. As a result, the role of the human resource for the evolution of the modern companies is crucial as the individuals are the ones that exercise a positive or negative influence on the enterprise's economy.

For example, the management of human resources within Google company offers each and every employee programmes that help them grow professionally in several ways: discussions, simulations, initiations and hands-on training. A key aspect in the employees' training refert to the open discussions that allow them to be part of a consistent and open communication process. Due to this efficient communication process, these initiation and training programmes help and consolidate the feed-back among the students. That is why, Google has implemented simulations in order to ease any kind of creative initiative of its employees. The target of these simulations is to help the employees to easily understand the details related to their work responsibilities that will lead to the accomplishment of their projects.

The design of the professional training programmes within the company is represented by an relational model and another one that is geared towards getting results. The relational model focuses solely on emphasizing the relationship that exists between the company and its employees. In order for the creativity and innovation process to continue to exist within the company, Google attempts to maintain the positive relationships within the company. The model that aims at getting results indicates the training's possible results. For example, in order to introduce an initiation and training programme, Google applies this pattern to ease its employees' training. Thus, the pattern

that focuses on getting results consolidates the efficiency of Google's human resources whereas the relational pattern improves the relationships among the company's employees.

In conclusion, we can state the fact the leaders who are able to motivate and connect with their employees are those who work for Google company. The employees who have the knowledge regarding planning and thinking strategically are the ones representing the company's performing human resources.

5. References

- Chiavenato, I., 2017. *Administracion de recursos humanos*. McGraw-Hill/Interamericana Editores, S.A. de C.V., Mexico D.F.
- Cindrea, I., 2008. *Managementul resurselor umane*, Sibiu: "Lucian Blaga" University Publishing House
- Goleman, D., et. al., 2018, *Inteligența emoțională în leadership*, 2nd edition, Bucharest: Curtea veche Publishing House
- Mathis, R. L., Nica, P., Rusu, C., 1998. *Managementul resurselor umane*, Bucharest: Economica Publishing House
- Păuș, V. A., 2006. *Comunicare și resurse umane*, Iasi: Polirom Publishing House
- <http://www.businessinsider.com/google-interview-questions>, [Accessed June 2017]