Perspectives in the Evolution of Human Resource Management in Multinational Organizations in Romania

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Abstract

Due to the changes that have taken place in contemporary society, many of the organizations that offer goods and services on the market, tend to reorganize their human resources departments, which are the active and determining factor of their activities, to direct them to customers. A growing concern of the human resources division is ensuring competitive advantage, progress, and development, all of which are highlighted by its capacity to adapt constantly to changes in the business, technological, economic, social, and, last but not least, to the demands of the contemporary society that places a need for performance, success, and competitiveness among the primary factors that can contribute to solving the major problems. The essay examines the methods used in Romanian multinational corporations for managing human resources.

1. Introduction

Globalization has a significant impact on human resource management. Managers are bound to gain and sustain a competitive advantage. Therefore, it is essential for multinational organizations to have effective human resource management and a greater degree of involvement of their employees. Employees become the most essential values for multinational firms as knowledge bearers as a result of the knowledge-based society's significant influence on human resource management, which makes it a crucial resource for the success of organizations. The effectiveness and caliber of an organization's workforce determines its ability to compete in international marketplaces. The CEO or founder of smaller, entrepreneurial enterprises struggles to draw in, keep, and inspire talented, young, and advanced personnel with experience in technology.

The relationship between human resources and competitiveness has become more obvious in large, international firms, and HR practitioners are being asked to assist in fostering strategic clarity across the organization. Organizations are acquiring steadily increasing value in the globalizing economy by utilizing the potential of their people resources in terms of skills for organizational success. A strategic course of action is necessary for making competent decisions. Measures alone, though, are insufficient. Human resource planning peaked about the same time as strategy, in the late 1980s and early 1990s. As human resource directors put more effort into reorganizing, deploying information systems, rethinking their own procedures, and developing new partnership-oriented abilities, human resource strategy changed. Companies like Coca-Cola, Whirlpool, and others are actively searching for new approaches to develop practical yet creative tactics for individuals that will directly support stock price goals and shareholder growth expectations. The competency measurement technique, which magnifies the links between people and success as well as the context and boundary circumstances that influence these connections, is a crucial component of increased global competitiveness.

The introduction of employee experience as a process that reflects customer happiness has been one of the major improvements in human resources in recent years. The use of human resources has changed because organizations with highly engaged employees are 21 percent more profitable than those with subpar management. The role that human resource management plays in this context goes beyond merely integrating a slide into the workplace and involves putting the correct framework, culture, and tools in place to maximize employee satisfaction, performance, and retention.

Dynamic and growth-oriented organization requires efficient human resource management in a rapidly changing environment. Organizations strengthen their market position only by combining the efforts and skills of human resources, and the capabilities of employees must be constantly used. Any organization will have adequate human resource management to improve a person's capabilities, to develop the team's team spirit, to obtain the necessary cooperation and to promote organizational effectiveness.

Existing organizations, regardless of their size, can foster an entrepreneurial orientation towards developing and maintaining human resource management practices in terms of assessing autonomy and risk-taking. For every human resource practice, there are design options that are, in fact, options for promoting and consolidating the different characteristics and behaviors of employees.

The research study focused on the following aspects: identifying effective practices to implement human resource policies in several organizations, analyzing human resource development strategies to excel in a fast market, competition and methods that support these strategies. The functions of any organization are based on combining human resources efforts to achieve the common goal. The most important challenge is to channel resources and make them as efficient as possible. As change becomes inevitable, it requires employees to act "just in time" on these changes. By adopting an appropriate strategy, an organization will be effective if all members are motivated to perform at the highest level. When managers are efficient, the result of the leadership process is the key to a strong team base. A challenge for managers is to encourage employees to perform at the highest level. This is the essence of teamwork without which the corporate goal could not be achieved.

The topicality of the research study is based on the fact that human resources are the main resources of any organization, which are a decisive factor in determining their success or failure, in any of its phases. The research study aimed to evaluate the effectiveness of human resource management in the organization. Therefore, the strengths and weaknesses of the human resources management system have been identified and recommendations have been issued to address the system's shortcomings.

Human resource management makes the best possible use of individuals to achieve organizational goals. Today, organizations around the world face critical challenges, and survival has been linked to the development of new human resource capabilities. It becomes imperative to find opportunities through these emerging challenges, such as globalization, change management, investment in human capital, growth, and so on. Human resource strategies can be used as a vital tool for success. Achieving organizational goals can best be achieved through procedures that use human resources as the primary resource in organizations. Human resources are an asset of strategic importance to organizations. Therefore, human resources policies are geared towards achieving the goals of organizations.

2. Literature review

Human resource management is a critical component of practically all firms in the modern economy, and it is just as vital as technology or corporate management for planning and promoting strategic growth. The digitization of human resource management, particularly the application of technologies like analytics, digital work, artificial intelligence, and performance management, has played a crucial role in its growth in addition to the increased emphasis on work experience and workplace culture (Boxall and Purcell, 2016). The role of the human resources manager has become increasingly important in organizations, helping them to transform from organized structures in the traditional style, into new, flexible structures. Acquired skills can stimulate motivation as well as production (Storey, 2017).

The performance of the organization is supported by effective human resource management. Employers' main worries are issues with recruitment, compensation, pay management, and even employee involvement. Human resource management is now more important than ever. It is not just a structure created to deliver goods and services, but also a system of choices and actions involving people's participation in attaining objectives (Kellerman, 2019).

Human resource management is a strategic approach to employment, development and well-being of people working in an organization. Human resource management involves all management decisions and actions that influence the relationship between the organization and its employees - in other words, its human resources. The human resources department focuses on maximizing the human resources available to the organization and improving employee performance to achieve its goals. In practice, human resource management is a tool used to try to make optimal use of human resources, to encourage individual and professional development. For an organization to achieve its goals, it must have employees to help it achieve them (Browning, 2018).

Personal development is not only beneficial for employers, but also for employees in order to pursue their own goals and career interests, becoming more self-confident and more autonomous. Additionally, the advantages taken into account include the identification of areas for self-development of employees through formal learning (such as participation in conferences, e-learning, and conferences), work-based learning (such as completing special projects, listening to coworkers, and taking on new responsibilities), self-directed learning (such as reading academic and industry texts), and professional activities (such as training or mentoring others, networking with other professionals). Leadership is a management approach through which managers contribute to the setting of strategic goals for the organization, while motivating individuals within the group to successfully perform tasks for those goals. Leadership involves establishing a clear vision, sharing the vision so that others will follow it willingly, and providing the knowledge, information, and methods to achieve the vision. Leadership is the ability of a person or organization to lead or guide other people or organizations (Bustin, 2014). Today, people are increasingly recognizing the importance of leadership in organizational development. The motivation process plays a very important role in any organization. Motivation is a process that leads to increased employee productivity, meets the employee's needs and thus creates the desire to work according to his abilities, ensures organizational efficiency and determines the loyalty of the workforce. Adapting to changing business environments is an important feature of any successful business. An organization needs its staff to be devoted and committed in order to adapt to change and maintain operations. As a result, the organization is better able to adjust to the constantly changing needs and less resilient than it would otherwise be. Organizational communication aids in the accomplishment of tasks associated with particular roles and responsibilities, the ability to adapt to change through individual and organizational adaptation and creativity, the promotion of policies, procedures, or regulations that support daily activity, and the growth of interpersonal relationships (McConnell, 2003). Organizational communication refers to how an organization's climate and culture - the attitudes, beliefs, and goals that define the organization and its people - are represented, presented, and formed. Organizational communication is primarily concerned with establishing and maintaining relationships with internal organizational members as well as interested external audiences.

Human resource management refers to "practices that aim to help the organization solve efficiently and correctly the problems associated with the presence of employees in a company" (Browning, 2018). Human resource management is "all activities aimed at managing the skills and energies of individuals, in order to contribute to the fulfillment of the mission, the vision of the strategy and the organizational objectives" (Nadeau, 2015).

Human resource management addresses all aspects of how people are employed and managed in organizations. The term human resources management has largely taken over that of personnel management, respectively the previous terminology, including labor management.

A company will gain the competitive advantage in the market more easily if it benefits from the resources necessary to obtain it and from the ability to manage them correctly. Human resource management approaches and initiatives should be in line with the overall strategy of the organization6 and contribute to the competitive advantage. This has led to the recognition of human resources and investment in them as a source of "competitive advantage" (Browning, 2018), rather than a cost that needs to be minimized. Another side of the concept of human resource management

emerged from the theory of behavior of the organization. Organizational behavior is the study of how organizations work and how people behave in them, in other words, the interface between human behavior and the organization and how it impacts the performance of the organization. Areas of application for human resource management, including organizational design, organizational culture, and leadership are rooted in organizational behavior. Not to be overlooked are aspects related to communication, personal development and employee motivation (Storey, 2017).

Organizational performance will depend on how each organization will be able to provide the human resources it needs, with new skills, skills needed to implement new technologies. Contemporary society faces new challenges marked by the evolution of knowledge in all fields. Knowledge is becoming the main resource for the development of organizations, which are forced to constantly adapt. Under these conditions, the role of information technology in the context of human resource management activities becomes vital in organizations and is accentuated by the phenomenon of digitalization.

Scientists have defined electronic human resource management as the implementation and simplification of their management process by operating on Internet-based technology. Electronic human resource management technologies result from the content of human resource management and are found in the design, implementation of intelligent human resource management systems. The benefits of e-HRM are a way to reduce the number of tasks, to solve a lot of routine administrative activities and to help use more efficient working methods, both for the activities of managers and employees. "To improve organizational performance, managers and decision makers should make human resource management systems more visible, intelligible, legitimate and relevant" (Boxall and Purcell, 2016). Human resources professionals need to focus not only on the needs of existing employees, but also to prepare workers for the future, take care of administrative efficiency and apply their knowledge to improve decision-making, in order to build more confidence in management (Storey, 2017). Theorists have formulated three goals of e-HRM: improving the strategic direction of human resource management, reducing costs and increasing efficiency, and improving customer service (Browning, 2018).

3. Research methodology

The main purpose of the research study is to identify modern management techniques, methods and strategies aimed at personal development, leadership, motivation and communication and which are used by managers to achieve performance in the organization. The relationship between the managerial system and the human resources management system shows that the effectiveness of human resources management, which uses human capital to achieve and maintain organizational performance, determines the overall quality of decisions made at the level of the managerial system of the organization.

Specific objectives underlying the study are:
✓ Highlighting the distinctive characteristics of multinational enterprises, such as their strategy, initiatives, and activities.
✓ Analysis of the factors with impact on the level of performance of a multinational organization, which aims at personal development, leadership, motivation and communication.
✓ Identifying the relationships between personal development, leadership, motivation and communication, which ensures the efficiency of the human resources management system.
✓ Improving the role and importance of the human resources department within multinational organizations.
✓ Identify methods and strategies specific to streamlining and evaluating human resource management within multinational organizations.

There are concerns from HR managers that influence corporate performance, all of which contribute to maximizing results. The working assumptions are as follows:

H1: There is a significant correlation between leadership and motivation, which are required for management to guide the organization's work, monitor the progress and quality of activities, and evaluate the results and performance of employees and the organization as a whole.

H2: Employee satisfaction at work and communication have a substantial relationship.

H3: Personal growth, motivation, and communication all have a big bearing on how satisfied an organization's members are.

The questionnaire was used as the main data collection tool because it has many benefits. A questionnaire is the most effective and reasonable way to collect data compared to telephone or group interviews, as respondents can easily answer questions without exposing their identity. The questions that form the content of the questionnaire are correlated with the content of the scientific approach, they are closed, the answer options being predetermined, the respondent having the task of choosing according to what he thinks.

The study involved administering questionnaires to 400 participants—150 managers and 250 employees—from ten multinational corporations in Romania. Participants were asked to select one answer from 15 options for each area of interest. among the following alternatives for the response: totally disagree, mostly disagree, neither agree nor disagree, partially agree, totally agree. On a scale of 1 to 5, the Lickert scale was used to evaluate the responses. The employment of this technique was determined by the various levels of inquiry intensity.

The computer program SPSS (Statistical Package for the Social Sciences), one of the most popular statistical programs, was used to analyze the results. It allows for the precise processing of data existing in a wide variety and allows for the discovery of novel solutions to a variety of problems. The SPSS application offers solutions to challenging issues using tools tailored to cutting-edge statistical techniques. It enables the resolution of straightforward or complex issues in a variety of domains, offering answers to ensure a deeper comprehension of the phenomena under study and, implicitly, to support the decision-making process.

4. Findings

Leadership and motivation, which are essential for management to direct organizational activity, monitor the progress and quality of activities, and assess the outcomes and performance of both individual employees and the organization as a whole, are significantly correlated, as can be seen in Table 1.

Table 1 Correlation between leadership skills and motivation of managers

		leadership manageri	motivate managers
leadership manager	Pearson Correlation	1,000	,430
	Sig. (2-tailed)	,	,000
	N	150	150
motivate managers	Pearson Correlation	,430	1,000
	Sig. (2-tailed)	,000	,
	N	150	150

Source: developed by the authors based on the collected data with SPSS program

As can be seen in the table above, hypothesis 1 is confirmed, there is a slight correlation between the leadership and motivation skills of managers, r = 0.43, p = 0.000). In other words, it can be said that by having more leadership skills, managers have a good ability to motivate and motivate employees.

H2. There is a significant relationship between communication and employee job satisfaction.

Table 2 Correlation between managers' communication skills and employee satisfaction levels

		managers' communication skills	employee satisfaction at work
managers' communication skills	Pearson Correlation	1,000	,270
	Sig. (2-tailed)	,	,000
	N	150	150
employee satisfaction at work	Pearson Correlation	,270	1,000
	Sig. (2-tailed)	,000	,
	N	150	150

Source: developed by the authors based on the collected data with SPSS program

The results (Table 2) provided by data processing lead to a low correlation between managers' communication skills and the level of employee satisfaction at work, r = .027, p = 0.000, which means that the research hypothesis is not confirmed. In other words, it seems that the way managers communicate does not make employees feel good, they feel satisfied at work.

H3. There is a significant link between personal development, motivation and communication that indicates the degree of satisfaction of members of organizations

Table 3 Correlation between personal development, motivation and communication in the case of employees

		total communication	total personal development	total motivation
total communication	Pearson Correlation	1,000	,481	-,125
	Sig. (2-tailed)	,	,000	,001
	N	250	250	250
total personal development	Pearson Correlation	,481	1,000	-,023
	Sig. (2-tailed)	,000	,	,523
	N	250	250	250
total motivation	Pearson Correlation	-,125	-,023	1,000
	Sig. (2-tailed)	,001	,523	,
	N	250	250	250

Source: developed by the authors based on the collected data with SPSS program

The third hypothesis of the research is partially confirmed, the results emphasizing that there is a link only between communication skills and personal development, r = -0.48, p = 0.000, which shows that there is a substantial correlation between these factors (Table 3). Therefore, the better the level of personal development of employees, the better their communication skills.

From the point of view of the correlation between the level of personal development and the level of motivation, the correlation coefficient does not support this association, r = -0.12, p = 0.000. Also, there is no association between communication skills and the level of motivation of employees, r = -0.23, p = 0.000.

Table 4 The type of leader who can positively influence the level of performance of the organization

		The level of performance obtained by the school management at present			Total
		Satisfying	Good	Very good	
The type of leader who can influence the level of performance of the organization	Visionary leader	2.2%		32.6%	34.8%
	Advisory leader	18.1%			18.1%
	Collegiate, democratic leader	1.4%	44.9%	0.7%	47.1%
Total		21.7%	44.9%	33.3%	100.0%
Chi-Square Tests					
		Value	df	Asymp. Sig. (2-sided)	
Pearson Chi-Square		236.385	4	.000	
Likelihood Ratio		241.273	4	.000	
Linear-by-Linear Association		33.694	1	.000	
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.43.					
Symmetric Measures					
		Value	Asymp. Std. Errora	Approx. T[b]	Approx. Sig.
Interval by Interval	Pearson's R	.496	.061	6.660	.000[c]
Ordinal by Ordinal	Spearman Correlation	.506	.092	6.845	.000[c]

Source: developed by the authors based on the collected data with SPSS program

In Table 4, we find an association between the variable Type of leader that can influence the level of performance of the organization and the variable Level of performance obtained by the school management, at present. We notice from these data that the visionary leader has a great influence in obtaining positive (very good) results, but that the democratic, collegial leader has a greater influence than the visionary leader on the results of the organization. If we look at the results, we can conclude that the visionary leader can achieve maximum performance.

Following the Chi-Square test, the value of Asymp. Sig. is below the 0.05 threshold, which shows a statistically significant link between the two variables. The Spearman correlation coefficient shows a positive medium strength bond. In conclusion, I could say that the type of leader can influence the results of the school. It can be concluded that the leadership models practiced by the manager lead to the improvement of the performance level of the school organization.

5. Conclusions

Following the research, management cannot be applied in the absence of leadership skills. The current management shifts the focus from the positions of authority to participatory management, which involves the involvement of all in the decisions and actions taken at the level of the organization. The human, interpersonal side must support the whole process, especially since the school is a dynamic, constantly changing type of organization, vulnerable to political, economic, social and even medical influences (as has been seen lately). Added to this is the inability of the school environment to learn from its own failures (it would be necessary to introduce a failure management course for both students and teachers who are preparing to train these students).

At the school organization level, the manager who acts as a leader has proven to be the optimal solution. The specificity of this organization requires a leader who is able to reduce tensions, resolve conflicts and stimulate the motivation to work of subordinates. As a formal leader, the manager must take on the characteristics of the informal leader, behave like a true member of the group, whom he must represent in any situation, no matter how difficult.

A school organization's leader must first and foremost be a role model who possesses the traits and ideals that he supports and expects of others, a man who is able to integrate into the emotional world of his subordinates, despite their vastly diverse human and professional profiles. To put it another way, a good school leader must make the link between the official position he has been assigned and the informal role he assumes by managing feelings, risks, and the unpredictable.

From the perspective of the theoretical and practical approach of the direct influence that the practice of scientific management and leadership has on improving performance in the school organization, we can formulate some general conclusions, which highlight both the advantages and limitations of implementing this leadership model. education level:

1. Improving performance through the effective practice of management and leadership at the school organization level cannot be achieved without creating the conditions for adequate professionalization of managers. European trends in the training of managers at the level of school organizations are manifested in the initial and continuous training of teachers in the direction of shifting the emphasis from knowledge to the training and development of managerial skills.

2. In the context of shifting the focus from knowledge to skills, and especially to values and attitudes manifested in the exercise of management and leadership, aims to adapt the management of school-type organizations to the new requirements of society, which are evolving in the direction innovation, creativity, communication and digitalisation.

3. Improving the performance of managers within the school organization influences the decision-making and operational behavior of the entire organization, in order to improve performance.

4. The activity of the school organization manager depends on the application of a set of specific competencies, representing the central elements of human resources management. These make clear the difference between efficient and inefficient managers, on the one hand, and on the other hand, they directly condition the level of performance.

6. References

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