

ROLE OF HUMAN RESOURCES MANAGEMENT IN MODERN MANAGEMENT

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Human resource management is a strategically important area of organizational management which focuses on everything that the people at work, so their acquisition, formation, operation, use, organizing and linking their activities, the work, job skills and work behaviour related to work performed, and business associates, as well as personal satisfaction from their work and their personal and social development. Together with the other functional areas of management, the management of human resources is involved in achieving synergy - the targets of employees and the organization as a whole. The aim of this paper is to define the main tasks and activities of human resource management, trends in human resources management and organization of personal work opportunities.

K e y w o r d s: human resource, employee, working relationships, organizations

1 INTRODUCTION

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2 ROLES OF HUMAN RESOURCES

The main role of human resource management is to contribute to organizational performance and its continuous improvement. According to current theory and practice of Human resource management must focus primarily on the following subtasks[1]:

1st Creating a dynamic coherence between the number and structure of tasks and their jobs made up a number and structure of employees in the organization. The role of human resource management is therefore to seek the inclusion of the right person at the right place and that this man was ever ready to adapt to the changing demands of the workplace.

2nd Optimal use of human resources in the organization, and optimal use of the fund primarily working time and optimal use of staff skills.

3rd Forming teams, effective style of leadership and healthy interpersonal relationships within the organization.

4th Personal and social development of the employees of the organization, development of their skills, personality, social characteristics, the development of their careers towards the inner satisfaction of the work performed, the rapprochement or even to identification of individual interests and the interests of the organization to satisfy

and develop physical and intellectual needs of the employees. In this context it should be emphasized the need to create favourable working and living conditions for workers and improve the quality of working life.

5th Compliance with all laws on labour, employment and human rights of people and organizations creating a good reputation as an employer.

The first three tasks the organization pursuing particular interests, the fourth task of respecting the legitimate interests of the employee. This reflects the fact that without proper care of personal and social development of employees can not be satisfactorily perform the previous tasks of human resource management. The fifth task monitors not only the interests of the organization (Avoiding problems and be an attractive employer), but also the interests of employees and their right to fair treatment.

3 MANAGEMENT OF HUMAN RESOURCES

Roles of human resources are understood through the implementation of HR activities. The following are the activities that are most frequently referred to in the literature as well as in practice, including a brief description[4]:

Analysing creation of a job is the key to human resource management, which significantly affects the efficiency of human resources in the organization. Job creation involves defining job roles and associated powers and responsibilities and their connections to jobs. Analysis of job creation is a systematic review of jobs that provide a picture of jobs. Its output is a description and job specification.

[2]Job description information about the content and include the name of the place, its importance in the organization, key roles and responsibilities for a given job, machines, tools, and material objects, which are in the workplace comes into contact with a working environment and conditions, in which the work is performed. Job specification is an extension of the description and contains requirements that put a man on the job, such as education and qualification, experience, skills, requirements for personal characteristics and requirements for physical fitness. The basic methods used

in analyzing jobs are observation, interviews and questionnaires.[5]

Human resources planning is the process of forecasting, goal setting and implementation of measures on the movement of people within the organization, the organization and the organization in connecting people with work tasks at the right time and the right place, in the formation and use of human capabilities, the formation of teams in the field of personal and social development of the people. Human resources planning involve three basic areas[3]:

- planning the necessary number and structure of employees (demand)
- planning to cover the needs of employees (menu)
- planning of personal development of employees

3.1 Acquisition of human resources

Acquisition of human resources is an activity that aims to ensure that vacancies in the organization attract enough suitable candidates for these posts, with reasonable costs and desired date. An organization can obtain employees from internal or external sources. The frequently used methods of recruitment include advertising in mass media, message boards, posting offers through internet, use of services, employment agencies, consulting firms specializing in sourcing executives and office work, contacting potential candidates on the recommendation of their staff, cooperation with schools, offering work fairs for jobs, personal leasing.

Selection of human resources to ensure that a vacancy is occupied most of the available candidates. Choices therefore a situation of decision-making, the conclusions are focused on prediction - predicting the future behaviour of the employees. In selecting employees is available several methods such as analysis of available materials on applicants, selection interviews, psychological tests, simulation tasks and diagnostic-training programs, which are also called "Assessment Centers".

Adoption and adaptation of the employees. Recruitment includes administrative procedures related to the initial phase of the employee and that comes into the organization, or administrative procedures related to the reclassification of current employees to new jobs within the organization. Adaptation is placing people in the workplace so as to ensure labour and social adaptation.

Placement of employees and termination of employment. Placement of employees means assigning workers to specific jobs, their promotion, redeployment, reassignment to a lower function. The termination of employment may be due to redundancy in its sole discretion, layoffs caused by the global restructuring of the company or the bad economic situation, changing the organizational structure and so on. Due to retirement, death or termination of an employee enterprise.

Performance management is a tool for achieving better performance of the organization, team and individual performance management within the agreed

planned goals, standards and required capabilities, which is the basis for evaluation of work performance (employee evaluation).

[6]Employee evaluation is a comprehensive assessment of their work capacity to work and to use their work and personal fulfilment. It provides a real insight into the structure and quality of human resources, the reserves and possibilities for improvement.

3.2 Remuneration of employees

Remuneration of employees and creation of conditions for their work incentives (including fringe benefits) is interrelated policies, processes and procedures of the organization in rewarding employees in relation to their contribution, competence and market value. Remuneration consists of three main categories:

- Cash compensation based on wage / salary. In practice, using basic and supplementary forms of wages. The basic wage forms include: time wage or salary, piece-wage, proportionate and mixed earnings. Additional forms of pay are: compensation, bonuses, personal assessment, economic performance shares, bonuses.
- Non-monetary compensation such means. possibility workflow, personal recognition results, quality equipment department, preferred parking, passenger car, participating in some of the decision-making processes and the like.
- Employee benefits are a form of additional compensation. Usually they are not linked to employee performance, the organization provides employees only that have been employed, or take into account the position of employees in the company, length of service or merit.

[4]However, you must ensure that these benefits become morally unjustified privilege or expression and injustice. Examples of fringe benefits as business meals, supplementary insurance, pay for seniority in the organization, cultural and sporting events, health care, discounts on products and other business.

Employee training is an ongoing process in which adaptation occurs and changes in working behaviour, level of knowledge, skills and motivation that are taught by using a variety of methods. The result is a reduction in the difference between the current competence of employees and the requirements placed on them.

The process of learning in an organization involves identifying training needs and planning training, implementation and evaluation of training effectiveness of training.

[4]Employee training is usually focused on the area of qualifications, which aims to adapt an official requirements of a specific job and the level of development, which is oriented to obtain a broader range of knowledge and skills than those necessary for the work

to date company employees. The strongest tool for personal development coaching staff is that a longer-term instruction, demonstration and guidance, as well as periodic monitoring employee performance coach. It is based on the principle of asking the appropriate targets for activation of the participant by asking questions and effective feedback. Education-related personnel management and career and succession.

Working relationships are primarily an organization of the relationship between management and employee representatives, as well as interpersonal relationships, the legal standards relating to the settlement of employee problems, complaints, disciplinary proceedings, the issue of communication in the organization, and so on.

Employee care includes activities aimed at the working environment, health and safety at work, to document, organize, control, counselling employees and working time issues and working arrangements.

Personnel Information System, which means the detection, storage, processing and analysis of data relating to employment, workers and their work, wages and social affairs, human activities in an organization and external conditions that influence the formation and functioning of human resources, providing relevant information to managers and ordinary employees, or authorities outside the organization, organizing and analyzing the results of various employee surveys etc.

Market research work focuses on the detection of potential human resources for the organization based on the population development, analysis of the supply of human resources in the labour market and demand, analysis of competing offers job opportunities and so on. In small organizations, a variety of live human resources management activities closer and some of the above activities are made only when needed, thus irregularly. In large organizations, live action range of human resource management today, and many of them are carried out daily. Large organizations usually employ specialists in a particular area of personal work and the work being carried out occasionally, often hire outside specialists.

4 TRENDS IN HUMAN RESOURCES MANAGEMENT

Human resource management responds to changes in the environment and conditions in which organizations operate, e.g. globalization, the increased use of modern technology, economic and competitive pressures. According to the Association of American Society for Training and Development should human resource management is currently focused on:

First improving the quality of working life,
 Second increase in labour productivity,
 3rd increase employee satisfaction,
 4th improve staff development as individuals and collectives,
 5th increase readiness for change.

This should correspond to the activities of human resources management (arranged in order of importance):

First, training and development of employees (human resources to achieve flexibility)

Second, organizational development (ensuring healthy relationships within organizational units and between working groups and help in initiating, managing and coping with change)

Third, creation of jobs, jobs and organizational structures

Fourth, formation of human resources (recruitment, selection, deployment, and layoffs)

Fifth, provision of personnel research and personnel information system functionality (that is providing the data base of personnel working in the organization)

Sixth, human resource planning,

Seventh, compensation and employee benefits (to ensure fairness and consistency in the provision of pay and fringe benefits)

Eighth, labour relations, especially relations with trade unions,

Ninth, counselling services for employees.

The order of the activities of human resource management shows what comes to the foreground activity to help the flexibility and efficiency of the organization and shape the flexible human resources organization. The concept envisages intensive communication within the organization, whether the feedback provided to employees about their job performance or the feedback provided by the management staff of the organization.

According to the results of studies available in Slovak companies in the eighties of the 20th century emphasis on rewarding employees, then the formation of human resources and labour relations in the nineties was the first planning of human resources, then the remuneration and employee benefits. Indicative since 2000 between the priorities of organizations operating in Slovakia emerging management development, recruiting employees due to lack of human resources, employee training, labour productivity, wages, internal communication, stabilization employees balance work and personal life.

It is interesting to present the results of the questionnaire survey aimed to explore the current status and priorities of human resources management in enterprises operating in Slovakia, which was implemented in the years 2004 - 2007 to Faculty of Business at the University of Economics in Košice, Bratislava. In any business, one questionnaire was completed by senior managers, respectively. Middle level management, which is responsible for HR in the company.

- In the 2004 - 2005 survey was conducted in 86 companies.
- Only 62% of companies surveyed stated that personnel work at the level of personnel administration because the HR department focuses mainly on administrative

activities - payroll, compliance, personnel records and the like., 38% of businesses reported that personnel work has more character personnel management and human resource management.

- Businesses in the question of what changes in human resource management brought Slovakia's accession to the EU, or what other changes to the team expect to have a choice and more of the answers offered, or had an opportunity to express themselves.

[8]Table 1 lists the most common answer in order.

Table 1 expected change

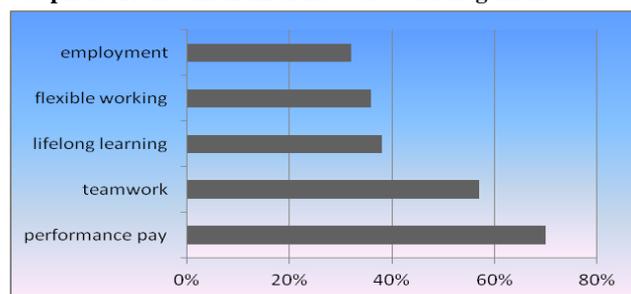
Sequence	expected change	%
1.	pressure to increase productivity	60
2.	greater emphasis on language training employees	58
3.	greater emphasis on staff training	54
4.	increasing labour costs (approximation of wages at the EU level)	47
5.	changes of employee compensation - performance pay	46

[8]As can be seen from the table, companies have seen upward pressure on labour productivity, the need for staff training, greater emphasis on language training employees, further increasing the cost of labour and preference for pay-for-performance and quality before rewarding time wage / salary.

- In the period 2006 - 2007 was conducted follow-up questionnaire survey. The research sample consisted of 90 companies, of which 47% were manufacturing companies and 53% of non-production. In terms of firm size (employees) 65% of the companies were small businesses, 18% of SMEs and 17% of large enterprises.

- Research has ascertained that the trends of selected HR are typical of the studied companies. Respondents could select multiple responses or add your own answer. The most commonly reported trends shown in Figure.

Graph. 1: Trends in Human Resources Management



Up to 70% of businesses that trend in human resources management said tying employee compensation to performance and quality of work. 57% of enterprises reported teamwork, 38% of businesses lifelong learning of employees, 36% of companies use flexible working hours, 32% of businesses reported that the trend of employee responsibility for their employability in the labour market. Respondents also reported deal formalized employee evaluation system, the purpose is primarily to review the employee's performance improvement and further development, cooperation and other forms of employment - self-employed, under a contractual cooperation., Preferring flat organizational structures, personnel controlling, reducing the number of permanent jobs .

[8]Respondents were asked in the questionnaire and the open question that human resource management company considered a priority. The first was the training and development of employees, the type of motivation and employee satisfaction. Another priority was to increase the productivity and performance of employees. In addition, located between the stated priorities of recruiting employees, good interpersonal relations, employee flexibility, creation of knowledge base, but also the emphasis on the value of the company, for example. honesty, responsibility, mutual trust, reliability and more.

4.1 HR organization

Human resource management tasks and activities that lead to their fulfilment, as a matter of Human Resources and also an integral part of the work of all managers of organizations, regardless of their position in the hierarchy of control functions.

[9]Personal service is an internal organizational unit dedicated to human resource management. Around the eighties of the 20th century it was renamed in most organizations the human resource department. Thus employers declare that employees are important to the organization and represent a unique source of new values. Department of Human Resources provides professional, conceptual, methodological, counselling, Guidance, organizational and supervisory personnel work site. It also provides operational personnel actions and usually performs some tasks towards external institutions. It is sometimes said that the Department of Human Resources provides personnel services, especially if it is perceived as an entity that provides the requirements and needs of managers and individual employees - internal clients.

In this context, the HR department performs some specific tasks:

- formulates, proposes and enforces the strategy and policy of human resource management,
- advises and offers guidance to managers in meeting their personal challenges
- expresses the intention of the organization in terms of their impact on labour and human factor,

- ensures the existence and functioning of HR activities, they methodically manages, organizes and coordinates and continuously improving care to their implementation. Most discussions are held about the size of HR department. Clear criteria for determining the optimal number of recruiters on staff organizations exist. Rather, the same expert advice based on their experience so far:
- The number of about 100 employees in the decision of human resources management typically receives owner or top manager and personnel administration carries some of the professional staff of the organization in addition to his other administrative or managerial functions.
- The number of employees from 100 to 150 is considered to be effective to create a specialist HR function.
- The number of 150 to 250 employees are advised to set up a small unit of human resources with two employees, one holds the position of Human Resources Manager, and the second function of the executive recruiters, or personal assistant.
- The number of 250 to 500 employees are encouraged to work in a company three to four recruiters, including the Human Resources Manager.
- The number of over 500 employees to create a comprehensive and internally structured human resources department, working closely with experts in various specialized staffing services. In such organizations, the standard operation of the department of human resources is monitored as a comparative indicator unit HR staff to 100 employees. The value of this variable is typically in the range 1.25 to 1.35. In the area of personnel and payroll administration, provided good quality information system, can be reached to 0.4.

Organizations can provide personal service activities or from external sources. Then talk about outsourcing (using borrowed funds) in human resources management. Most business are provided HR externally, the search and selection of new employees, training and staff development, processing payroll and personnel administration. The organization may decide to outsource or in occasional activities in an effort to reduce costs, focus resources on core business (core business) or due to the release of resources for other purposes, and so on.

The risks of outsourcing are as dependent on the service provider organization, leakage of information and know-how, or failure of initial expectations for quality of service and the cost reduction.

The status of human resource department in an organization's management hierarchy reflects the importance attached to the top management personnel work and what position the manager of human resources in relation to other managers, especially executives. In successful organizations HR department usually has a special status and department HR manager is a member of the narrowest of organization.

Department of Human Resources may be:

- reports directly to the Director General and his is a staff department

- at the same management level as other functional entities, t. j. financial service, trade, manufacturing and so on.,
- Staff structure of a part of the executive directors, for example. financial, commercial director, and so on. The organizational arrangement of human resources department is characterized by its organizational structure. Can be:
- Organized by the headquarters of line-staff concept of a union, which is further divided into specialized departments under various personnel actions.
- Split the headquarters of the "front and back offices" where "front" units are allocated a number of centres of production and services and provide first contact their managers or employees with personnel (contact persons) who have to provide operational personnel services. If the requirements for specialized personnel actions convey requirements for employees in the "back office".
- Formed centres at headquarters, specialized staffing services for selected performance and operational personnel activities are responsible for HR professionals who are decentralized organizational units in production and services.

[7]Field of activities and duties carried out under the management of human resources managers:

First Management staff, which is also carrying out one of the main management functions. Lies in the formulation of objectives, inspiring, influencing, encouraging and guiding subordinates to fulfil their duties and tasks in accordance with the requirements for performance, reliability, quality, efficiency, economy, job security, respect for the environment and social environment also desirable attitudes and work behaviours of employees if their vocational and professional development.

Second Management and control of staff is to issue orders, instructions and guidelines relating to the specific job tasks and responsibilities of subordinates in the ongoing monitoring of activities and results and initiate corrective action to eliminate the anomalies.

3rd Interaction managers in performing routine personal activities. For example, in the planning of human resources managers should be able to guess based on the assigned tasks and the need for human resources meet the needs of the organization's internal resources, the hiring policy is they just need promoters recruited, define requirements for candidates for the job have decisive role in the selection decision, evaluate employees, identify training needs of their subordinates, have a dominant role in establishing healthy working relationships, responsibility for compliance with the rules and standards as well as to control its section and so on.

Nowadays we can observe a trend to restructure the area of human resources so that the initial activity of a specialized unit HR significantly moves towards line managers. The organization then works less "lean" and highly professional human resources department, which takes the form of a staff component of organizations connected to the top management. HR department

employees engaged in activities that are analytical and conceptual in nature and provide methodological and technical assistance to line managers in working with people. Routine personal activities are performed by line managers. Such an arrangement of personnel work is considered highly effective yet the management of human resources is involved throughout the organization.

5 CONCLUSION

In human resource management there are no explicit formulas and theorems. Rather it is a set of specific policies, principles and practices known as 'best practices', personnel practices, which proved most successful for the company. When deciding on a system of human resource management, it is appropriate to adapt human resource management needs of the specific organization and take into account its size, activities, primary and support processes, strategy, organization and human resources, culture and environmental conditions, and more. Perhaps one can be inspired by the generalization of knowledge about the issue of human resources and case studies of successful organizations.

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