

DIRECTIONS FOR THE VALORIZATION OF HUMAN POTENTIAL IN ORGANIZATIONS, IN A CHANGING ENVIRONMENT

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Motto: *The crisis is the most blessed event which may occur for countries and individuals, because it will lead to the progress.*

Albert Einstein

Rezumat. În lumea modernă, ritmul de dezvoltare și înnoire al mediului socio-economic și tehnologic este unul fără precedent, iar viața organizațiilor și a fiecărui individ sunt marcate de schimbări care necesită un răspuns rapid. Adaptarea cu succes a organizațiilor la schimbările mediului globalizat, competitiv, înalt calitativ și dinamic se poate face doar prin transformări interne și apariția unor noi forme structurale, de relaționare și funcționare. Mijloacele prin care organizația își poate păstra un echilibru dinamic constau în orientarea către flexibilitate și **investiția în capitalul uman**, ca principal vector de inovare, care pot să asigure organizațiilor **adaptabilitatea rapidă și capacitatea de a prevedea, a înțelege și a se adapta eficient**. Pentru a fi competitive, organizațiile au responsabilitatea managerială de a integra schimbările mediului economic și de a combina noile tehnologii cu promovarea formelor flexionare de muncă, centrate pe **valorificarea potențialului lucrătorului** din ce în ce mai bine și mai multidisciplinar pregătit profesional, stimularea performanței, inovării și motivării.

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Abstract: *In the modern world, the pace of development and renewal of socio-economic and technological environment is unprecedented, and the life of organizations and of each individual is marked by changes that require a rapid response. A successful adaptation of organizations to the changes of a global, competitive, dynamic and high quality environment can only be made through internal transformation and the emergence of new structural, relational and operational forms. To be competitive, organizations have the responsibility to integrate economical environmental changes and to combine new technologies with promoting flexionary forms of work, focusing on the maximizing of a better and multi-disciplinary trained worker. This is a way of boosting performance, motivation and innovation and investment in human capital as the main driver of innovation and progress. That strategy will provide the organization the effective adaptability and the ability to foresee, to understand and to adapt effectively to environmental changes.*

Keywords: human resources development, change, adaptability, flexibility

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1. Socio-Economical Environment in a Permanent Change

Nowadays, the socio-economical and organizational environment is a turbulent one, marked by increased changeability and reduced predictability. Under these conditions, in which the changes succeed rapidly and have direct effects on organizational processes, the success or even survival of organizations is related to efficiency and speed with which they manage to integrate the changes and to adapt effectively and in optimal time.

Worldwide, the emergence of the phenomena of globalization, population growth, massive computerization and the impact of new technologies on production processes, have made the socio-economic world to change at a unprecedented pace, requiring high standards of quality and competitiveness. Thus all the actors of the economic and social life need to respond quickly to new changes and adapt to keep competitive in this unstable, accelerating and revolutionary environment.

At European level, the process of extending the single market converts, at the organizations level, in raising quality standards and competition. On the other hand, the achievement of the strategic goal for EU becoming “the most competitive and dynamic knowledge-based economy capable of sustainable economic growth, with more and better jobs, with greater social cohesion” can be achieved only under the conditions of continue improvement of the competitiveness of organizations in terms of a labor market which is adapting to changing economic, social, informational environment and modernization of labor enhancing superior qualifications, confidence and quality, in condition of efficient valorification of human resources well trained with higher qualifications.

The current economic and financial crisis is a necessary stage of the evolution to new stages of development, in which old structures and relationships are transformed into superior ones [1]. Initially, the beginning appears as a disturbance of the regular course of economic, social and organizational life, marking the imminent need for assessment of present situation and the need to take a decision in order to guide the change in a particular direction. The emergence of new structure and organizational behavior is possible because of the fact that disintegration of the old links and awareness of vulnerabilities make visible the key components of development: people, values, strategies. At this time, it is necessary to manage properly the losses and to encourage and enhance the processes of knowledge, innovation, research, strategic reorganization. It is mandatory that the situation be well assessed and the decision be correct in the sense of administrating the existing resources and unlocking the potential of insufficiently exploited resources. Now, human resource have to be capitalized with maximum effectiveness and human resources management has a strategic

role because, if it is well oriented, it can help the organization to develop plans for adaptation and development using competitive human resource.

In periods of crisis and post-crisis revival, **who will know how to manage the resource and appropriate strategy will move up to higher stages of development.**

In a world which is characterized by change, at the organizational level, competitive advantage is not static but is determined by the organization's ability to adjust their offer based on market demand and to predict and to better exploit emerging opportunities [2]. The success depends on the sensitivity to market, adaptability and speed of reaction, which is obtained through effective and flexible organizational measures, through efficient use of existing resources.

In these moments, it is necessary to manage properly the negative aspects but also to rediscover resources that can help organizations make effective any emerging opportunity. Thus, particularly the human resource and the processes of knowledge, innovation, research, strategic reorganization can provide a source of new knowledge necessary to development and to adaptation to the periods of crisis and global changes.

2. Human Resources Management In Changing Conditions

In recent decades, changes in all areas of life (not just economical technological aspects but lifestyle, mentalities, social relationships, values and ideals) have become a certainty. Change requires individuals and social groups to reconsider their choices and values, or, if non-assertive, to imagine a defense strategy. One of the most representative authors in the management of change, Kurt Lewin, considers change as a dynamic equilibrium of forces, some of which are pressure to change, while others cause a resistance to change. At organizations and individuals levels, the degree of acceptance of change is essential, by means of accepting, not only recognizing the change, but adaptation and response to change, with effects in the organization and mode of action.

Acceptance and adaptation to change is considered a favorable attitude to renewal and progress in general, as a consequence of the pressures from the economic and services variously and more consumer-oriented. A richer offer forces people to choose and, therefore, to know better what they want. This new course involves a psychological effort of self recognition.

Aware or not, people are changing permanently, primarily as a consequence of programmed genetically growth, the human brain and secondly, under the influence of the external environment, relationships with others, media etc.

Addressing the human resource as one of the most valuable form of capital is very

important, especially in periods of economic turbulence, when we have to find new ways to maintain competitive advantage and maximize organizational performance, and so these investments are retrieved in earnings in long terms of the organization. Therefore, one of the key objectives of organizational strategies is the best valorization of human resource, becoming better and more multi-disciplinary trained, while encouraging innovation, individual research and rapid integration of new discoveries of science and technology at work.

In recent years, the organizational environment has been really confused and managerial methods and techniques have to be continuously adapted to meet the challenges. New trends of organizational management concerns:

- Management style based on less authority and more collaboration;
- Relaxation of hierarchical levels (delaying) and switch from the bureaucratic structures to organic structures with emphasis on a consultative links;
- Foster responsibility and employee involvement in solving business problems (empowerment);
- Multidisciplinary teams, with achieving independence in tasks at work;
- Promotion of new forms of work (teleworking, temporary work, etc.);
- Motivation and reward performance in achieving organizational objectives;
- Decentralization and contracting activities with partners outside the organization;
- Assuming the company's social responsibility and involvement in community development.

Human Resources Management should continue to adapt to changes in external environment, in line with the overall strategy of the organization.

With the implementation of organizational strategy, the human resources strategy must be resized taking into account the harmful aspects of breaking economic structures but the necessity of supporting the appropriate human resources. Managers of human resources are put in the face of new challenges from the external and internal environment, such as: implementation of technological and information change, management of the global crisis; anticipation and implementation of new quantitative and qualitative changes of workforce and labor process; promoting internal changes related to increasing productivity, flexibility, quality standards etc.

In these circumstances, the organization management must come along with evolution process and respond internal and external organizational environment.

The first requirement refers to the organization's adaptation to the environment and this can be done by promoting numerical, structural, functional and geographical flexibility. The second requirement comes in response to the variation in the intensity of change, because the management must have a strong characteristic sensitivity to the environment, to effectively identify and capitalize on opportunities. Thirdly, the speed with which changes occur and the difficulty foreseeing them require the need for a management response in real time, because the redesigning of a running strategy could be tardy. Thus, modern management methodologies are based mainly on innovation and unlocking the potential of knowledge and learning creative human capital.

From 1970, the visionary Alvin Toffler [3] draws attention on the importance and potential of creativity and innovation to be exploited especially in periods of turbulence and contemporary transformations, because only "...using the change in an imaginative way not only can we save ourselves from future shock trauma, but we try to humanize the future".

From the strategic perspective of valorization of human potential, the leverage through which organizations integrate the change, in a constructive manner, and adapt successfully to environmental fluctuations and global, high competitive and dynamic environment are:

- Flexibility of human resources and promoting flexible forms of work;
- Effective management of human resource and its potential of work, research and innovation, as a system of informational and energetical connections;
- Stimulation of knowledge and lifelong learning, in the context of knowledge economy;
- Addressing the human resources as investment and not as expenditure (cost controlling).

2.1. The Human Resources Flexibility and Promoting Flexible Forms of Work

To keep competitive and to face change and challenges from internal and external environments, organizations have evolved in the sense of increasing organizational flexibility. Flexibility, direct expression of the ability to adapt quickly to change, becomes an essential feature of modern organizations.

The flexibility of human resources refers to the ability of organizations to quickly adjust their working resources to the demands of the moment, keeping at the same time a dynamic equilibrium, in order to increase competitiveness.

The numerical flexibility refers to the ease of hiring and firing workers (external flexibility) and flexibility of working hours (internal flexibility). Adoption of flexible forms of employment relate to: the emergence of new contractual relationships and adaptation of working time, new forms of organization of work, and promoting continue education and skills training. Flexible structures pursue strategic adaptation to specific requirements by creating special teams (task force) who have the task of finding and implementing solutions to solving complex problems (e.g. global crisis) or winning innovative new competitive advantages.

In these circumstances, flexibility in relation to workforce provides to company the ability to adapt quickly and effectively to global environmental change as well as the ability to quickly implement new technological conquests, respecting at the same time, high standards of quality and competitiveness [4]. Also, this framework can help in effectively exploiting the human capacity to adapt to the new, creative and innovating. Also, human resources management must adapt and keep pace with changes in strategic management and challenges in the domestic organizational environment. Duties and responsibilities of human resources managers should meet the objectives of the organization and the personal needs of the employees regarding the quality of work and professional satisfaction. You also need to integrate and reduce the potential stress of change on people.

In the new knowledge-based society, work has become a complex process. Relations inside the organization are flexible, they get beyond formal demarcations between departments, because the main aim is carrying the task of job. Hierarchy is less rigid, almost unexisting and the ability of the worker to use its knowledge, skills and initiative to achieve successfully a task and attracting a success for the organization are also appreciated. Therefore, the reward of the efforts is based on performance and contribution from each employee's to value creation.

2.2. Management of Human Resource and its Potential for Work, Research and Innovation as a Complex System of Informational-Energetical Connections

Between organizations and people who engaged in an activity to increase its profits, there is created a complex system of interactions and reciprocal connections, so that the organization influences the lives of people and people have an impact on the lives of the organizations. In the context of the current crisis, of the rapid change and increasing competitive pressure it is essential that people be able to assess and evaluate correctly the situations with which the organization faces and to make constructive connections, outside and inside organizations.

Existence is manifested as an expression and product of the possible connections

between the informational and energetical processes [5]. Currently, the world is at a new stage of development that requires the need to study the whole gear of relationships and interactions that are established among all levels of manifestation of existence: physical, economical, social, biotic. In recent decades, the consequences of global phenomena, application of high technologies in the economic activities, increased competitiveness and maximized profits are enhancing, but the aspects are not just positive, but contradictory or even negative due to incorrect management of this complex system of interactions.

In a “successful” organization, as a place of showing the informational-energetical processes, is needed for a comprehensive approach of employment relations and the shift from the “workforce” to alternative “human resource”. It is also necessary that people have “the correct interpretation of the organizations” meaning the objectives and strategies of the company and the size of their work potential and creativity which can be developed and exploited by individuals in cooperation with the organization.

Among the organizations resources (material, informational, financial) only the human resources is a pro-active one and can induce organized processes. The social organizations depend on the human characteristics, needs and potential of their work, because organizations can be affected by the limits of human capacity to process information and interact.

When the managers have taken into account all these aspects, both theoretical and methodological, the favorable conditions of recovery will be generated in all areas, including organization. If the potential is not actually used, the explanation must be sought in the resistance to change, resistance that can be a result from people's inertia but also from the petty interests of those who believe to be advantaged of previous situations or those how think that the application of new theoretical possibilities might develop consequences that affect them.

Reconsideration attitudes towards human resource valuation is reflected in changing work behavior and the actions undertaken by labor productivity growth, and stimulation of innovative and creative processes to find new and effective solutions across the periods of crisis in a constructive manner.

2.3. Stimulating Knowledge and Lifelong Learning in the Context of the Knowledge Economy

The development process lies in the fundamental knowledge and knowledge is possible because human knowledge holders are thus the most valuable of an organization. In the new knowledge economy, is shaping new markets called knowledge markets that include: education markets (education, long-life-learning), scientific, research and innovation, the products mostly cognitive, the

art of intangible assets. To be efficient and competitive on market, organizations base themselves on human capital, more even than the physical or financial capital.

The sum of knowledge, skills and the capabilities of individuals working in the firm, their creative potential and innovative human capital of the organization becomes a key element of its competitiveness and adaptation and survival in the critical period, because human capital is the source of innovation and strategic renewal organizations. The organization of the 21st century is one of creative and integrative knowledge. At a fundamental level, knowledge is created by individuals, therefore the organization should support the **creativity** of individuals, its human capital development, providing the context necessary for people to create useful knowledge. The **quality of human capital**, mirrored in the level of education and ability of adaptation and relationship of individuals is crucial in the process of re-configuration of socio-economic and organizational life.

The organization of the XXI century is the organization that is learning (learning organization), which integrates knowledge, experiences, and develops its human capital through continuous processes of learning and innovation. Defining features of this are [6]: awareness of the role of human resources knowledge and granting them a special attention, broad organizational innovation frequent changes in the work of each employee, and major changes at level of organization.

2.4. Cost controlling

Once triggered the current economic and financial crisis, many companies have practiced methods of reducing costs (fewer employees, the costs of training, demotivating salary reductions) and only weak strategy of cost-controlling, but their experience has shown that programs of cost reduction fails, and results are visible only in the short term. Policy of “costs controlling” refers to a management behavior that requires periodic review of needs, of how satisfied they are, evaluate rationally the volume of expenditure required and especially to find optimal balance between these variables. An effective management should not be limited to finding ways to reduce costs, but also built a sustainable long-term cost control, focusing more on finding new alternatives to capitalize on existing resources, the stimulation of innovation. This constructive approach of adapting to this will lead to long-term development in terms of organizational performance and superior quality.

3. Strategic Approach Of Developing Human Resources

The aim of the Integrated Strategy for the Human Resources Development 2009-2014 is to better facilitate the integration of directions for the valorization of human potential in the organization. Combining policy measures in education,

employment and social inclusion, the strategy recommends an anti-cyclical and innovative partnership (state-individual-organization), promoting the strategic integration of the four principal elements essential to development: individuals, labor market, organizational management, opportunities for learning and personal development and training.

The projections for human potential development at the horizon of 2020 relate to [8]:

- Assuming a pro-active responsibility and increase the level of knowledge, attitudes and skills of employees;
- Stimulating investment in human resources development and in research capable of generating performance;
- The continues concern in increasing adaptability of workers and organizations;
- Promoting the creation of relationships and commitments at the level of individuals and work-teams;
- Thinking of strategies to motivate employees, leading to increased the quality of work and the attachment of human resource to the organization;
- Cooperation with educational system institutions, to provide necessary feedback for better training and adaptation of abilities and capabilities of graduates with labor market needs.

Also, the institutional infrastructure will try to implement measures to improve educational policy, the employment insurance and social inclusion, strengthening of partnership and inter-communication of a transparent and efficient, ensuring coordination to avoid parallelisms, disparities, multiplication and unnecessary duplication of procedures, procedural differences and inefficient use of resources.

Conclusions

The rapid transformation of the economical, social, technological and informational environment requires rapid responses. To cope with the pressures from the external environment of rapid pace of modernization and the increased competitiveness and performance, companies must adopt the structures and behaviors that enable them to adapt quickly in conditions of increased productivity and competitiveness. (1)

At organizational level, human capital is a primary resource to be used by organizations in managing the challenges that have impact on organizational environment, as it is capable of prediction and to generate creative solutions to emerging problems and thus the sources of development and economic recovery. (2)

In this context, we are promoting a new concept, organizational intelligence that is defined by finding mechanisms to provide the organization's the adaptability to the environment and the ability to interact with external challenges. These will enable maximum use of potential resources (in particular human resource), with the joint of all employees intelligence in order to achieve specific objectives designed to be dynamic in the future. (3)

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