THE IMPORTANCE OF SHRM PROCESSES WITHIN THE ORGANIZATIONS FROM ROMANIA

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Abstract. *Started in 2009, the study of specific processes in the Strategic Human Resources Management (SHRM) will be continued in this article by identifying less obvious processes in models already made for SHRM. Among them, succession planning in the organization or promoting employees, are processes influenced by the current economical context. The research presented in this article is based on existing models for SHRM and is trying to answer the following research questions: 1. Which are the changes within HR department from Romanian companies that occurred in the last two years?; 2. Is an important aspect for organizations to identify the personnel with high level of performance and with professional development potential?; 3. Succession planning represents an important process in Romanian organizations considering their competition?. The research is achieved by applying the questionnaire method and aims to identify the degree of modern HR processes implementation inside of the organizations from Romania. Based on a large number of companies participating in this study, we identified the need to investigate the implications induced by firm size in the typology of HR processes developed. Our assumptions were confirmed and we noticed that firm size do not always have an implication in the typology of HR processes within organizations.*

Keywords: SHRM; HR processes; succession planning; talent management; quantitative research.

Introduction

In a global context, where almost all industries are influenced by the dynamic evolution of technology and strategies, we need also an SHRM development strategy. The processes need to be also dynamic and evolving in order to maintain a constant line of growth within our organizations.

SHRM and its importance

The Management of Human Resource has appeared as a concept in U.S.A at the beginning of 1980's and it has an important role for supervisors (middle-management), passing from collective relations to individual ones and with a bigger attention to the organizational performance (Novac, 2011, p.29).

According to the definition given by authors Nicolescu, Lefter and Manolescu (2011, p.51), Strategic Human Resources Management (SHRM) is the set of processes elaborated and implemented of strategies and policies which allows to the organizations to accomplish their objectives of forecasting, assurance, entrainment, development, assessment, protection and use of the human resources. SHRM aims at establishing objectives in relation to the organization and employees needs in a unique and balanced vision from the economic and social point of view. SHRM is different, independent and specialized, with a well-defined place in organizational management.

Schuler (1992, p.18) has defined strategic human resources management as being largely about integration and adaptation. HR management is fully integrated with the strategy and the strategic

needs of the firm, HR policies cohere both across policy areas and across hierarchies, and HR practices are adjusted, accepted, and used by line managers and employees as part of their everyday work, are the main objectives of SHRM according to the author.

SHRM assumes an approach or a total treatment, global, interdisciplinary and professionally of the human resources problems from an organization. It also shows the level of society's concerns and firms also about people general issues and especially the ones of the employees (Nicolescu, Lefter & Manolescu, 2011, p.51).

Currently, because of the globalization process, International SHRM is developing. In last decades, companies are quickly evolving, which lead to their apparition in various areas of the globe becoming international organizations. In this context, from the need to have an effective management of human resources is developing Strategic HRM. Strategic HRM is a part of HRM and it has its bases in HR processes at an international level with multiple methods and instruments used in Human Resource Management (Novac, 2011, p.62).

SHRM processes mentioned by authors Georgeta Pânişoară and Ion Ovidiu Pânişoară (2005) are work or job analysis, recruitment and selection process, integration process, organizational development process, performance management, payroll and career – succession planning. Elizabeth Vatchova (2001) has done a similar research about SHRM highlighting the formation of labour market in several areas: Bulgaria, Czechoslovakia, Estonia and Cyprus. We will further explain every process and their objectives in Strategic SHRM. Job analysis process has as main objective redesigning of a position, work standards establishment or being support for other activities from human resources field (Nicolescu, Lefter & Manolescu, 2011, p.18).

According to Spector (2008, p.76), job analysis is useful in areas like career development for employees, evaluation of their performance, recruitment, selection process, employees training or research. After job analysis is done, the results can be obtained by performing the position tasks by the analysts, by interviewing the employees who already has the job, through observation method, by applying questionnaires to the employees from the position analyzed or with the critical incidents method (Spector, 2008, p.76). If the job analysis questionnaire method is applied, employees occupying the position are analysed using Questionnaire Position Analysis - PAQ. This questionnaire is a tool that can be used to analyse any post. As form, these items have 189 on job tasks or elements thereof (Spector, 2008, p.68).

Critical incidents method refers to any observable human action that is complete enough to allow inferences and predictions about activity and is used in the process of work analysis (Pitariu, 2006, p.147).

Work analysis describes the position as it is at the time of trial. During the evolution of the organization, it is indicated to recover because there is a possibility to change positions either by multiplying activities, either by reducing their (Novac, 2013, p.202).

Job analysis can be of two types, namely may be oriented work station or work station holder analyzed. The major difference between these two types is that in the post-oriented job analysis work that is extracted job description duties and responsibilities of the information collected, and when the analysis is focused on job holder refer to specifications on the person who would fill the chair analyzed. The second type is more intensely oriented extraction cognitive skills, physical, personality and interests ideal candidate to the post of labour-oriented analysis (Pitariu, 2006, p.72).

Pitariu (2006, p.160) states that regardless of the method used in analysing the positions within an organization, evaluation results will have a degree of subjectivity and is an aspect that should be taken into account at all times. The result of job analysis is job description for the analysed position. When we have a well-made job description, if we have a vacancy, the recruitment and selection process is

easy to do. This process allows us to cover an open position according with the job description which sets not only the responsibilities but also the skills and competencies that the new employee needs.

For a better understanding of the recruitment and selection process, authors Nicolescu, Lefter and Manolescu (2011, pp.73-74) defines it as "a Human Resources management activity, which objective is to attract a high number of candidates in order to fill vacancies within organizations, so they can select the most suitable people". Authors (2011, p.83) also assert that attracting the best candidate to fill in the vacancy represents the selection part from this process.

Author of the work "Personnel Management – between necessity and reality", Carmen Novac (2013, p.40), consider this process as having a high degree of importance, especially when we are talking about the management positions from a company. Recruitment could be internal, like promotions for covering a vacancy or external, the recruitment being made through communication channels like ads in local newspapers or online, through recruitment agencies, through recommendations, job fairs or directly from educational institutions (Novac, 2013, p.47). The same author states that in addition to this classification, recruitment and selection process can be divided in formal or informal process. The process is often used informally as compared to the formal is not as expensive as using recommendations about recruiting current employees of the company.

Landy (2010, p.299) draws attention in terms of personnel selection that personnel selection is not synonymous with placing a candidate. There is this confusion; recruiters can make wrong decisions that can adversely affect the organization. This confusion arises when the company requires filling several vacancies at the same time. At the time, candidate selection becomes complex is necessary not only to choose the right man, but man for the job to be selected. Staff selection involves choosing a candidate from the applicants, to fill the vacant position in the company, while placing particular candidate requires matching with one of the vacancies in the process of recruitment and selection.

After the candidate is selected to be an employee of the organization, the next step is signing the labour contract and the process of integration will start. This process is the part of human resources through which the new employee is welcomed in the organization and assisted to reach the level of performance needed on the job that he has obtained (Nicolescu, Lefter & Manolescu, 2011, p.46). As objectives, authors earlier mentioned, identify in terms of the support that it gives in the organization this process through fast implementation in the new employee's mind, a favourable attitude toward the company, obtaining effective results fast from him and to reduce the turnover of the firm.

Integration process is usually done by the direct manager or a department colleague and is mandatory that the job requirements to be very well explained, performance standards and the behaviour he must have and also to make him feel comfortable, to awake his interest toward his job and the company, to explain the professional education arrangements and the advancement opportunities from the organization. Because organizational culture influences the processes and practices of SHRM and for attracting and retaining employees, particularly in environments where multiculturalism is present, the integration process is used for intercultural success in multination companies and not only (Boscai & Danaiata, 2014, p.3).

Coaching now is often used in on-boarding programs and helps not only to share information but also taking it as a model by the employee. This method used in the integration process is effective if it is performed by a person either inside or outside the organization, but for execution position is advisable to use an external coach for higher degree of objectivity (Bauer, 2010, p.22).

Mentoring was also developed with the coaching method and there are situations in which this is more effective, especially for top management positions within the organization. Mentoring is similar to coaching because is also based on learning. Within this process, mentor can teach new employees about the company, advise them, help them with information about their job and give support in social relations and on the company's rules. There are studies showing that employees who had mentor, have accumulated more knowledge about their companies and have mastered the key values of

organizational culture compared with those who did not benefit from this integration method (Bauer, 2010, p.22). Unlike coaching method, mentoring is more common in other processes like career management and author Mielu Zlate (2004, p.378) account that in this process the utility of it is well outlined.

Performance evaluation is an activity of the HR department and it has become an upward trend especially in terms of evaluation methods multiplication and reducing measurement errors (Pitariu, 2006, p.191). Performance Management is consists of job responsibilities analysis and strategically analysis of job analysis, and are therefore included also the objectives and organizational strategies in the evaluation process. Pitariu (2006, p.194) shows in his work that performance management has three components: definition of performance which includes objectives and strategies from the organization, measuring process itself and communication between supervisor and subordinate on the overlap between employee behaviour and expectations of the organization. Performance management is an important pylon of the HR department because it helps at an effective educational system which represents the retaining of talents in organization (Luecke, 2002, p.80). Organizational development as a process is based on training, especially "on the job" training, coaching or mentoring and it starts from the learning concept (Sonnentag, Nieseen & Ohly, 2004, p.249).

Starting from the performance evaluation of the employee, the development is often done through training method. This can be necessary due to changing technology and work procedures, changes in job requirements or in employment contracts, of concepts at work and is a training created for behaviour change, knowledge and motivation of the employees with the main objective improving the relationship between employee's characteristics and job requirements of the position occupied by him (Sonnentag, Nieseen & Ohly, 2004, p.249). To make sure that the training will be effective and will help you develop the skill that you want to, is mandatory to have defined goals from the beginning (Spector, 2008, p.175).

In a period of extremely rapid technological development, is absolutely elementary to use technology to ease your work and to have effective processes of Human Resource Management. For this reason, Garavan, Carberry, O`Malley and O`Donnell (2010, p.155) did a research on the use of "E-learning" in organizations. Through this research, authors wanted to understand the factors that explain the motivation of participation in such courses and if they are different from those existing in trainings. The research has been done in 275 Irish organizations which offered free e-learning training for their employees. Authors (2010, p.164) have discovered that the most obvious factor in this method is the motivation to learn. The employees who felt that e-learning disserve their time that is pleasant and helpful, were more interested by this type of training.

It is important that organizations can manage the learning motivation so the participation at e-learning trainings to grow. In work and organizational psychology is well known the fact that salary policies are studied as motivational elements (Pitariu, 2006, p.163). The same author has adopted the Anglo-Saxon terminology from Fisher, Schonfeldt and Shaw, which in 1996 outlined that the compensations system in an organization must report to the staff and others its objectives, to attract and retain the talents in organization, to encourage employees to develop their skills and competencies that the company needs. Also according to these authors, is necessary to motivate and to participate at the structuring process of the specific organizational culture. The author shows in his work a compensation system component using the model authors Fisher, Schonfeldt and Shaw (1996). In this approach, the compensation can be directly and indirectly. The system includes direct salary consists of basic salary and other pay and merit pay. As regards indirect system, it can be formed from protection programs (insurance, pensions), pay for time not worked (annual leave, days off for holidays or sick leave), and gratuities services (food vouchers, car or phone the work).

Retaining good employees in the organization it matters because it helps to the development of the intellectual capital, it influence customers satisfaction and is good to consider the usefulness of detention because of the high costs that are involved in the replacing process of a lost employee (Luecke, 2002, p.60).

Talent Management is developed after the performance evaluation and are selected only the employees with performance and a high growth potential, maybe even to take part in a succession plan for senior position in the department that he or she belongs. Because Talent Management is considered a competitive advantage (Brown & Hasketh, 2014, p.78), if is not used properly it can generate negative effects such as decreased productivity, losing the talents from organisation, the slowdown of the growth process in business, failure in the fulfilment of the company's objectives and the risk to be defeated by competition. Talent Management is about finding, developing and giving rewards for the employees with outstanding performance and often is used in succession planning from the organization (Blass, 2009, p.25).

Zlate (2004, p.373) argues that career management is "all efforts to influence the career of one or more persons". If the source of interference is the organization, talk about career management, but if everyone comes to himself, then the process is auto-management of career (Zlate, 2004, p.375). Succession plan is the process that implies identification of the critical management positions within the organization, for having a back-up for them in every moment with the objective to ensure the continuity of the organization activity and for the fulfilment of its goals (Rothwell, 2010, p.6).

Blass (2009, p.24) defines talent management as conditioned by the objective of the organization and based on a set of behaviours in terms of employee organization. If the strategic goal is competitiveness, then talent will develop around individuals who could be recruited by rival companies on the labour market. When strategic objective is the development, talent is important since the first trial in the organization, the recruitment and selection.

Succession plan is a systematic and conscious effort of an organization for an ensure continuity of leadership in key positions, retain and develop intellectual capital for the future and encourage individual development (Rothwell, 2010, p.7). "Effective succession planning" is a work in which Rothwell (2010, p.41), is detecting several reasons for which succession planning is an important process within every organization: (1) the organization's activity it depends on having the right person, at the right place and at the right time, (2) due to the global economy, restructuring processes within the organizations in recent years, are fewer employees available to fill leadership positions, and (3) succession planning as a process is at the bottom of career planning communication, setting of the development plans and training within the organization and to have a planning system of the human resources more comprehensive.

Understanding SHRM in the context of economic situation from Romania

To highlight the importance of the processes in SHRM from Romanian organizations, we transposed in hypotheses the following research questions:
1. Which are the changes within HR department from Romanian companies that occurred in the last two years?
2. Is an important aspect for organizations to identify the personnel with high level of performance and with professional development potential?
3. Succession planning represents an important process in Romanian organizations considering their competition?

So, we formulated the following hypotheses:
H.1.The recruitment and selection process correlates positively with the presence of online methods in research within organizations?
H.2.The professional development for employees correlates positively with the mentoring?
H.3.When Talent Management is used within the organization, the succession planning is becoming more efficient through visible results?
H.4.When the company's sizes are big, the Coaching process is common?

H.5.Flexible working policy is positively related with the companies which provide consulting services?

H.6. The field of activity influences the application of Assessment Centre in the organization?

The research has been done through the application of a questionnaire with the theme of "The importance of SHRM processes in the Romanian organizations" on a number of 50 HR Specialists that are working in the HR department of the participating organizations. The questionnaire has been self-managed, distributed online through Google Docs, and the participants were selected through the social media platform LinkedIn which is a professional social media platform through which the persons have access to information from various business fields and it allows the communication between its members.

We selected for this research HR Specialists from Romanian organizations with different sizes. These companies are from different areas of our country, and most of them are international companies. The questionnaire has been adapted and updated after the one used by Carmen Novac (2011) in a research done in this area. The self-managed questionnaire can be accessed at the following link: http://goo.gl/forms/866Siy2VtO.

This review questionnaire has as main objective highlighting the current situation of the SHRM processes in organizations from Romania. The questionnaire has 28 items formulated in accordance with the assumptions of this research and we used a Likert scale consisting in five points as follows: 1 representing the variant "Never", 2 for variant "Rarely", 3 representing "Sometimes", 4 representing the variant "Often" and 5 for variant "Always".

The questionnaire evaluates two selection criteria of the participants, namely the geographical location of the company and the number of employees. Through this research we identified also the industries for these companies such as: sales, training, telecommunications, shared services, retail, HR, business consultancy, BPO, Financial-Accounting, IT, commercial refrigeration and so on. The organizations are from different types of market: regional, local, national or global. In this research we had organizations from areas like: Afumaţi, Bucharest, Cluj Napoca, Craiova, Iaşi, Otopeni, Ploieşti, Timişoara. We have noticed that in Bucharest and Cluj Napoca are the development areas for global companies.

The number of employees in companies was from minimum two, in a regional company, up to 190.000 employees in a global company.

The mean of employees number is 4448 while the median was 80 (Table 1.).

Table 1. The approximate number of the employees in companies

Valid	50
Missing	0
Mean	4448,62
Median	80,00

All data gathered from the questionnaire were interpreted with SPSS and contains the answers from 50 respondents offering information from the HR departments to which they belong. In order to validate the accuracy of the applied questionnaires, we highlight that the questionnaire' items are interrelated and have a high degree of internal consistency. The analysis was done using SPSS program, by calculating averages, standard deviation and the Alpha Cronbach coefficient displayed in Table 2 and Table 3.

Table 2. Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
2,698E-5	,848	28

Table 3. Scale Statistics

Mean	Variance	Std. Deviation	N of Items
4539,98	7,187E8	26809,288	28

The first hypothesis "The recruitment and selection process correlates positively with the presence of online methods in research within organizations?" was confirmed by the interpretation of the questionnaire results. According to the Table 4, 46% of the participants stated that in their companies "Always" the online sources are used in the recruitment and selection process.

Table 4. Social Media – online recruiting

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	2	4,0	4,0	4,0
	Rarely	3	6,0	6,0	10,0
	Sometimes	6	12,0	12,0	22,0
	Often	16	32,0	32,0	54,0
	Always	23	46,0	46,0	100,0
	Total	50	100,0	100,0	

The next hypothesis refers to professional development in correlation with mentoring as a method used in organizations, and this hypothesis was confirmed by the questionnaire results. We noticed that mentoring is a method that appears in most of the participants organizations, but it could be also used as an effective method for training the employees which will be promoted on managerial positions (Table 5.). According to mean and median, the answer selected in the questionnaire was variant 3, "Sometimes" (Table 6.).

Table 5. The Mentoring method in Romanian organizations used in professional development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	4	8,0	8,0	8,0
	Rarely	9	18,0	18,0	26,0
	Sometimes	13	26,0	26,0	52,0
	Often	13	26,0	26,0	78,0
	Always	11	22,0	22,0	100,0
	Total	50	100,0	100,0	

Table 6. Mean and median for the Mentoring method in Romanian organizations used in professional development

Valid	50
Missing	0
Mean	3,36
Median	3,00

Our third hypothesis correlates Talent Management with the succession planning within the organizations. Often the organizations are aware that they need a replacement especially on the critical position, but because there are not concrete procedures regarding the succession planning, this appear in job description as an objective or the selected persons are recommended by their potential and performance evaluated quarterly or annually in the organization (Table 7). The hypothesis was confirmed according to Table 8. The frequent answer for this question was variant 4 "Often".

Table 7. Correlation between Talent Management and Succession Planning

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	3	6,0	6,0	6,0
	Rarely	7	14,0	14,0	20,0
	Sometimes	11	22,0	22,0	42,0
	Often	16	32,0	32,0	74,0
	Always	13	26,0	26,0	100,0
	Total	50	100,0	100,0	

Table 8. Mean and Median for the correlation between Talent Management and Succession Planning

Valid	50
Missing	0
Mean	3,58
Median	4,00

After processing the data from the questionnaire, the hypothesis "When the company's sizes are big, the Coaching process is common?" has not been validated. Within the organizations, Coaching as a method is used even if there are only two employees. Chasing its frequency by number of employees, we can conclude that the Coaching method it depends on the resources and procedures within the organizations. We also noticed that a company with 10-20 employees might have resources for Coaching for each of its employees, while an organization with 1000 employees, could have Coaching on a limited level, maybe even only in the integration process for new employees.

Flexible work policy correlates negatively with the companies which provide consulting services according with data gathered from our questionnaire. The fields in which this policy is frequently applied are: IT, commercial refrigeration, financial-accounting and repair services.

Our last hypothesis represents the correlation between Assessment Centre as a method used in SHRM and the field of activity within the organizations and it has not been validated. According to results from our questionnaire, we observed that Assessment Centre is used by all the participants, but in some of them, this method is used only in selection process or promotions for the management positions.

Results

The data collected through the questionnaire we used on 50 participants highlights the following results regarding our hypotheses:

H.1.The recruitment and selection process correlates positively with the presence of online methods in research within organizations?, *this hypothesis has been validated.*
H.2.The professional development for employees correlates positively with the mentoring?, *this hypothesis has been validated.*
H.3.When Talent Management is used within the organization, the succession planning is becoming more efficient through visible results?, *this hypothesis has been validated.*
H.4.When the company's sizes are big, the Coaching process is common?, *this hypothesis has not been validated.*

H.5. Flexible working policy is positively related with the companies which provides consulting services?, *this hypothesis has not been validated.*
H.6. The field of activity influences the application of Assessment Centre in the organization?, *this hypothesis has not been validated.*

These six hypotheses were derived from our research questions. First research question, "Which are the changes within HR department from Romanian companies that occurred in the last two years?", has received multiple answers, resulting that the *changes in the last two years in HR departments were mostly at the internal level of the organization*, the second research question "Is an important aspect for organizations to identify the personnel with high level of performance and with professional development potential?", received a *positive answer, but often this type of program is informally without a written procedure*, and the last research question "Succession planning represents an important process in Romanian organizations considering their competition", like the previous question had a *positive answer, the succession planning being considered important within the Romanian organizations that participated in this study.*

Conclusions, limitations and further research

In the current economic context, we notice that since 2009 when the last similar study was done (Novac, 2011) until now, appeared multiple changes in HR processes. It is a trend of continuum development within the Romanian organizations, especially for those at a global level and implements procedures and techniques from the main company.

At first we outlined three research questions and we have six hypothesis from which we started in interpretation of the research results.

For the first research question we received multiple answers through our questionnaire. Changes were made within HR processes bringing improvements through new programs like well-being, talent management or gratification, and in the professional and organizational development area many processes were outsourced for an effective activity in organizations.

For the second research question regarding the identification of the persons with high level of performance and professional development potential, precisely regarding the importance of the Talent Management program within organizations, we noticed that informally this program is correlated with succession planning in most of the Romanian work fields.

From the previous research question, we developed the third question regarding the succession planning as an important element within the organizations from Romania considering the market competition. Succession Planning is an important process especially for the key positions which helps the company to maintain a balance in its daily activities. This process help achieve the company's objectives and it is the main support in assuring the organizational development.

From these research questions we outlined six hypotheses. Hypothesis one has been confirmed through the data gathered from our questionnaire, and these results also confirmed hypotheses two and three. Hypothesis four has not been confirmed because, according to our results, we couldn't find a positive correlation between coaching and the size of our participant's companies but we found a correlation between coaching and the resources and procedures used in the HR departments. The fifth hypothesis has not been confirmed because the flexible work policy is not only used in consultancy field but it is present in many fields of activity. We also found that this kind of schedule is not offered by the company but most of the time is requested by the employee. The last hypothesis is regarding the use of Assessment Centre in companies. This method is used by all the participants companies but most of the time is used for technical positions or the managerial ones.

In sum, this study has the main goal to point out the SHRM processes and the methods used within the organizations from Romania. The presences of social media, the development of succession planning or having a formal procedure to identify talents in organization, are important factors that could make the difference especially in the employer's branding area. This study is not without *limitations*. The data gathered were self-reports and it could be completed by using another method like interview to see if the HR Manager is directly involved in these processes. Another limitation could be the general view of these SHRM processes. For further research, we recommend for the better understanding of the methods used in organizations, by seeing in which context industry or number of employees could influence the development of these processes. We also recommend for future research a correlation between SHRM and organizational culture.

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